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# SERGEANTS MAJOR PERSONNEL CONFERENCE

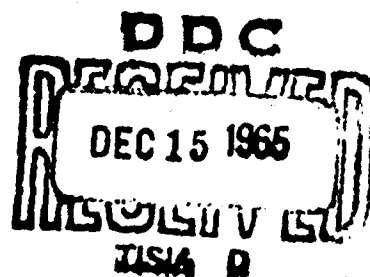
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## TRANSCRIPT



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DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, D.C. 20310

## A B S T R A C T

### SERGEANTS MAJOR PERSONNEL CONFERENCE

The second Annual Sergeants Major Personnel Conference was held in Washington, D. C., 25 October in conjunction with the annual meeting of the Association of the United States Army. Approximately 320 Sergeants Major attended, some traveling from as far away as Vietnam and Korea. Over 200 of the Sergeants Major also attended the AUSA meeting.

After an early morning coffee, the Department of the Army DCSPER, Lt Gen J. K. Woolnough, gave the E-9's a run down on the current Army personnel situation. General Woolnough's remarks centered on the personal hardships that enlisted men face as a result of the buildup in the Army's strength and what the Sergeants Major can do to ease those hardships. The DCSPER also announced that his office will be corresponding with major command sergeants major throughout the year to obtain a better grass-roots feel for enlisted personnel problems.

Following General Woolnough's remarks, briefings were presented on personnel subjects of current interest. The importance of accurate personnel reports from the field was put on a personal basis by USADATA Support Command and the Office of Personnel Operations. A briefing on the proposed standardized enlisted promotion criteria drew comments; most favored the proposal.

After the briefings, the major command sergeants major presented recommendations on personnel subjects ranging from the need for dental care for dependents to a distinctive uniform for sergeants major. A vote taken on the latter indicated only about 12 out of 320 favored the distinctive uniform.

Subsequent to the two hour open discussion, the AUSA hosted a reception and buffet in honor of the Sergeants Major where many had the opportunity to meet high ranking officials in the Army.

This transcript is being forwarded to each Sergeant Major so that they may have a record of the proceedings. Included in this booklet are information briefs giving the latest DA thinking on the ideas and suggestions furnished the DCSPER during the conference.

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## TABLE OF CONTENTS

<b>Transcript</b>	<b>1</b>
General Weible's Remarks	2
General Woolnough's Remarks	5
USDATOOM Briefing	10
OPO Briefing	16
DMP Briefing	21
Open Discussion - Cotillion Room	39
Open Discussion - Assembly Room	59
<b>Information Briefs</b>	<b>87</b>
Recommendations from SMaj Conference of 1964	88
Physical Profiles	89
Physical Profile System as Related to Classifi- cation	92
The Health of th Soldier	93
Enlisted Retirement Pay	94
Study Guide for MOS Testing	95
Revision of DA Form 2166 (Commander's Evaluation Report)	96
Evaluation of Senior Noncommissioned Officers	97
Enlisted Evaluation System	98
Enlisted Evaluation System Changes	99
Establishment of a Combat Badge	100
Dislocation Allowance	101
Establishment of an Official Publication for SMaj	102
Senior NCO BEQ	103
Department of the Army Sergeant Major	104
Award of Secondary MOSs	105
Distinctive Uniform for Senior Enlisted Personnel	106
Requisitioning Procedures	107
Retention of Special Qualification Identifiers	109
Sergeant Major Assignments	110
Noncommissioned Officer Logistics Program	112
Re-enlistment Bonus	114
Standardized Enlisted Promotion Criteria	115
Promotion of NCOs in BCT Regiments	116
Retirement	117
Medical Records for Dependents	118
Continue Retired Pay of Officers & Enlisted Men to widow	119
Enlisted Grade Structure and Insignia	120
Short Sleeve Fatigue Shirts	121
Name Tapes	122
Improved Quality Control of Fatigue Clothing & Field Jacket	123

Distinctive Unit Insignia for Non-Color Bearing Units	124
Branch for Sergeant Major	125
Space Required Travel to Annual Sergeants Major Conference	126
Sergeant Major Councils	127
Communication Between Sergeants Major	128
Annual Sergeants Major Conference in Conjunction with the Army Commanders' Conference	129

**TRANSCRIPT**

**SERGEANTS MAJOR PERSONNEL CONFERENCE**

**25 OCTOBER 1965**

**SMAJ GRIFFIN - GOOD MORNING**

**AUDIENCE - GOOD MORNING**

**SMAJ GRIFFIN - IN ORDER TO GET OUR PROGRAM UNDERWAY I WOULD LIKE TO TAKE JUST A MOMENT TO INTRODUCE MYSELF AND BRIEFLY TELL YOU ABOUT WHAT WE HAVE IN STORE FOR YOU THIS MORNING.**

**I AM C. W. GRIFFIN, THE SERGEANT MAJOR AND CENTER SERGEANT MAJOR AT FT. RUCKER. I AM AGAIN PRIVILEGED TO TAKE PART IN THIS PROGRAM FOR THE SECOND YEAR.**

**YOU WILL RECEIVE THREE TOP-LEVEL BRIEFINGS THIS MORNING IMMEDIATELY FOLLOWING THE DEPUTY CHIEF OF STAFF FOR PERSONNEL. I AM GOING TO ASK THAT YOU PLEASE BEAR IN MIND THAT OUR TIME IS CRITICAL. IF THERE ARE QUESTIONS CONCERNING THE BRIEFING BEING GIVEN, PLEASE WAIT UNTIL AFTER IT IS FINISHED, AND HE WILL TRY TO GET TO YOUR QUESTIONS WITH THE TIME THAT WE HAVE TO DO SO.**

**DURING THE OPEN DISCUSSION PERIOD THE DEPUTY CHIEF OF STAFF FOR PERSONNEL WILL ANSWER YOUR QUESTIONS PERSONALLY WITH THE BACKUP OF HIS PERSONAL STAFF.**

**NOW, WITHOUT ANY FURTHER ADO, IT IS MY REAL PLEASURE TO PRESENT A GENERAL OFFICER WITH A DISTINGUISHED RECORD. HE HAS DONE MUCH TOWARD THE SPONSORSHIP OF THIS CONFERENCE. HE HONORS US WITH HIS PRESENCE, AND HE WILL OFFICIALLY BRING THIS SECOND SERGEANTS MAJOR PERSONNEL CONFERENCE TO ITS OFFICIAL OPENING.**

**GENTLEMEN, OUR HOST, LT GEN WALTER L. WEIBLE, U. S. ARMY, RETIRED, EXECUTIVE VICE PRESIDENT OF THE ASSOCIATION OF THE UNITED STATES ARMY.**

GEN WEIBLE, SIR.

GEN WEIBLE – THANK YOU VERY MUCH, SERGEANT.

I DON'T THINK I NEED ANY INTRODUCTION TO A GREAT MANY OF YOU BECAUSE WE HAVE SERVED TOGETHER IN MANY PARTS OF THE WORLD, I AM QUITE SURE, AT LEAST FROM TIME TO TIME.

AS PROBABLY MANY OF YOU ARE WELL AWARE, LAST YEAR WE HAD OUR FIRST SERGEANTS MAJOR CONFERENCE AND VERY FRANKLY I CONSIDER IT SORT OF AN EXPERIMENT. IT WAS SOMETHING WE HAD NEVER TRIED BEFORE AND WE THOUGHT IT MIGHT SERVE A VERY USEFUL PURPOSE. SO WE ARRANGED IT, AND FRANKLY WE DIDN'T ARRANGE IT QUITE AS WELL AS WE MIGHT HAVE BECAUSE WE HAD HAD NO EXPERIENCE WITH IT BEFORE. HOWEVER, THE CONFERENCE ITSELF PROVED TO BE SUCH A GREAT SUCCESS AND OF SUCH GREAT BENEFIT THAT THIS YEAR WE WENT TO FAR GREATER PAINS TO ARRANGE, IN ALL DETAILS, A MUCH BETTER CONFERENCE. I HOPE IT TURNS OUT THAT WAY, AND I AM SURE IT WILL WITH YOUR HELP.

MAY I EXTEND MY PERSONAL GREETINGS TO ALL OF YOU ON BEHALF OF OUR STAFF AT NATIONAL HEADQUARTERS. MANY OF YOU CORRESPOND WITH US QUITE REGULARLY, AND WE ARE ALWAYS GLAD TO GET YOUR CRITICISMS AND SUGGESTIONS. WE DON'T ALWAYS DO EXACTLY WHAT YOU WANT US TO DO BECAUSE SOMETIMES IT IS NOT QUITE PRACTICAL, BUT WE DO THE BEST WE CAN, AND WE WILL CONTINUE TO DO IT THAT WAY.

THIS ASSEMBLY AND THE ONE, AS I STATED, WE HAD LAST YEAR, AND THEN THE ONE THAT WAS RECENTLY HELD AT ARADCOM (THE PIKE'S PEAK CHAPTER HELD A SPECIAL FUNCTION FOR THE SERGEANTS MAJOR DURING THEIR CONFERENCE) ATTEST TO THE IMPORTANCE AND ATTENTION BEING PAID TO OUR SENIOR NON-COMMISSIONED OFFICERS WHO ARE OF GREAT VALUE TO THE ARMY, AS WE HAVE ALWAYS SAID, AND NOW TO THIS ASSOCIATION. OF THE VARIOUS CATEGORIES OF MEMBERS WORKING FOR THIS ASSOCIATION, THE SERGEANTS MAJOR ARE REALLY ONE OF THE MOST EFFECTIVE. OUR MANY RECORDS TESTIFY TO THE INDIVIDUAL AND COLLECTIVE CONTRIBUTIONS OF THE SERGEANTS MAJOR TO THIS ASSOCIATION, ITS OBJECTIVES AND ITS ACTIVITIES. WE FIND MANY MORE OF

THEM HOLDING CHAPTER OFFICES, HEADING COMMITTEES, SITTING ON EXECUTIVE COUNCILS, BOARDS OF GOVERNORS, AND GIVING LEADERSHIP IN CHAPTER MEMBERSHIP AND IN CHAPTER ACTIVITY.

I'LL CITE AN EXAMPLE —

IN ITS MEMBERSHIP CAMPAIGN THE COLUMBUS—PHOENIX CITY—FT. BENNING CHAPTER ASSEMBLED 87 SERGEANTS MAJOR TO CONSIDER WAYS AND MEANS OF SUPPORTING THE CHAPTER DRIVE. THE CONTRIBUTION THAT THEY MADE AND THAT ALL OF YOU HAVE MADE HAS NOT GONE UNRECOGNIZED. MORE AND MORE OF YOU ARE BEING SINGLED OUT EITHER BY AWARDS OR BY SPECIAL RECOGNITION, AND I HOPE THAT WILL CONTINUE.

NOW, I HAVE BEEN ASKED THE QUESTION, NOT SO MUCH BY YOU AS BY OTHER PEOPLE, AS TO WHY WE DON'T HAVE A SERGEANT MAJOR, FOR INSTANCE, ON THE COUNCIL OF TRUSTEES? AND I AM GOING TO TRY TO ANSWER THAT IN ORDER TO GIVE YOU AN INDICATION AND TO STATE QUITE CANDIDLY THAT THERE IS NO DISCRIMINATION. THERE HAS NEVER BEEN ANY DISCRIMINATION AND NO INTERPRETATION OF DISCRIMINATION IS JUSTIFIED.

OUR COUNCIL OF TRUSTEES IS MADE UP OF GENTLEMEN WHO SERVE WITHOUT ANY PAY — THEY PAY THEIR OWN WAY TO AND FROM OUR COUNCIL MEETINGS, THEY PAY THEIR OWN EXPENSES IN CONNECTION WITH OUR AUSA ACTIVITIES. THEY ARE GENTLEMEN WHO CAN DO THIS WITHOUT DEPRIVING THEIR FAMILIES OF THE BENEFITS THAT THEIR FAMILIES SHOULD HAVE. MOREOVER, IF YOU WILL READ OUR BYLAWS, YOU WILL FIND THAT NOBODY ON ACTIVE DUTY CAN SERVE EITHER AS AN OFFICER OR A COUNCIL MEMBER IN THE ASSOCIATION. THIS PROVISION WAS PUT IN THERE FOR A VERY DEFINITE PURPOSE, BECAUSE OFTIMES THE OBJECTIVES WHICH WE SET MAY BE ABOVE AND BEYOND OR SLIGHTLY TO THE RIGHT OR LEFT OF AN ANNOUNCED POLICY FROM THE PENTAGON. AND YOU ON ACTIVE DUTY CANNOT BE PUT IN THE POSITION OF PUBLICLY OPPOSING SOMETHING THAT HAS

BEEN SET BY A HIGHER AUTHORITY. I KNOW. I WAS ON ACTIVE DUTY, TOO. I KNOW ALL ABOUT IT. AND THIS WAS DONE ESPECIALLY FOR THE PROTECTION OF PEOPLE ON ACTIVE DUTY. IF WE DID NOT HAVE SUCH A PROVISION, AND IF YOU DID SERVE AS HAS BEEN INDICATED, THEN YOU WOULD BE IN A VERY AWKWARD POSITION AND FRANKLY YOU COULD BE ORDERED OUT OF THE ASSOCIATION, OR THE POWERS THAT BE COULD PROHIBIT ALL ACTIVE-DUTY PEOPLE FROM BEING MEMBERS OF THE ASSOCIATION. THIS WE DON'T WANT. WE WANT YOU BECAUSE YOU FEED US IDEAS. YOU SUPPORT US. YOU HELP US IN MORE WAYS THAN ONE.

NOW THESE ARE THE REASONS WHY A SERGEANT MAJOR IS NOT A MEMBER OF THE COUNCIL.

IF ANY ONE OF YOU WHO KNOWS OF ANY RETIRED SERGEANT MAJOR WHO CAN PERFORM THE DUTIES OF THE COUNCIL AS I HAVE OUTLINED THEM, THERE IS NO REASON WHY YOU CAN'T SUGGEST HIS NAME OR RECOMMEND HIM WHEN THE TIME COMES FOR NOMINATIONS. BUT SO FAR, IN SPITE OF THE THINGS I HAVE HEARD, NOBODY—NO CHAPTER— HAS EVER SUGGESTED A SERGEANT MAJOR OR A NON-COMMISSIONED OFFICER FOR ANY OF THE ELECTIVE POSITIONS IN THE ASSOCIATION.

NOW, I HOPE I HAVE INDICATED TO YOU WHY, AND HENCE HAVE INDICATED TO YOU ALSO WHY THERE IS NO JUSTIFICATION FOR SAYING THAT THERE IS DISCRIMINATION.

I'D LIKE TO REPEAT SOMETHING I SAID LAST YEAR WITH RESPECT TO PRESSURING PEOPLE INTO JOINING THE ASSOCIATION. WE DO NOT CONDONE IT. WE ARE AGAINST IT. WHENEVER IT COMES TO MY ATTENTION, I WRITE A PERSONAL LETTER TO THE COMMANDER INVOLVED AND ASK HIM TO PLEASE STOP IT. WE DO NOT WANT LIABILITIES. WE WANT ASSETS. AND AS YOU WILL KNOW, ANYBODY WHO IS FORCED INTO SOMETHING VERY RARELY BECOMES AN ASSET. ALMOST ALWAYS HE IS A LIABILITY.

I WOULD RATHER HAVE 10 PEOPLE WHO ARE GUNG HO THAN HAVE A HUNDRED OF THEM WHO ARE GRIPING EVERY MINUTE AND THROWING ROADBLOCKS INTO THE PATH OF PROGRESS. SO PLEASE, AS

INDIVIDUALS IN YOUR OWN UNITS, DO EVERYTHING YOU CAN TO DISCOURAGE PRESSURING. IF WE CAN'T SELL THE ASSOCIATION ON THE BASIS OF WHAT WE ARE DOING, WHAT WE HAVE TRIED TO DO AND WHAT WE HAVE ACCOMPLISHED SO FAR, THEN WE HAVEN'T ANYTHING TO SELL. AND I THINK WE DO.

SO, PLEASE ASSIST US AT NATIONAL HEADQUARTERS IN ELIMINATING OR AT LEAST MINIMIZING PRESSURE WHEREVER IT EXISTS. SURE—WE WANT A LOT OF PEOPLE. WE WANT ALL OF YOU ALWAYS. BUT LET'S NOT PUT A NOOSE AROUND THE GUY'S NECK AND DRAG HIM HERE. LET'S GET HIM BY LOGICAL ARGUMENT AND DISCUSSION AND NOT BY THREAT OR PRESSURE.

THE LUNCHEON OR THE BUFFET WHICH YOU WILL HAVE THIS NOON IS HOSTED BY THE ASSOCIATION, AND WE ARE MOST HAPPY TO DO IT FOR YOU. WE HOPE YOU ALL ATTEND AND WE HOPE YOU ENJOY IT THOROUGHLY.

MAY I SAY THAT ANY TIME DURING THE COURSE OF THE MEETING THAT I PERSONALLY CAN DO ANYTHING TO HELP YOU, ALL YOU HAVE TO DO IS SOUND OFF, AND I'LL DO MY BEST.

THANK YOU VERY MUCH.

I AM GOING TO TURN THE PODIUM OVER NOW TO GENERAL WOOLNOUGH WHO, AS YOU WELL KNOW, IS THE DEPUTY CHIEF OF STAFF FOR PERSONNEL IN THE DEPARTMENT OF THE ARMY, AND HE IS GOING TO CONDUCT THE REST OF THIS CONFERENCE.

(APPLAUSE)

GENERAL WOOLNOUGH — I SHOULD LIKE TO THANK GENERAL WEIBLE, GENERAL COCKLIN AND THE ASSOCIATION. I KNOW I EXPRESS ALL OF YOUR FEELINGS WHEN I THANK THEM FOR MAKING THIS MEETING POSSIBLE THIS MORNING.

AT THE OUTSET PERHAPS I SHOULD MENTION TO YOU GENTLEMEN THE PURPOSE OF THIS GATHERING.

FIRST, IT AFFORDS AN OPPORTUNITY FOR A DIRECT EXCHANGE BETWEEN YOU PEOPLE WHO HAVE TO CARRY OUT POLICY IN THE ARMY AND THOSE OF US HERE WHO MUST PARTICIPATE IN MAKING THE POLICY DECISIONS. TO BORROW FROM A NAVY EXPRESSION, IT SHOULD HELP US TO PASS THE WORD, BOTH UP AND DOWN.

ANOTHER PURPOSE WHICH IS REALLY A FALLOUT OF THE FIRST IS THAT WE ARE EMPHASIZING TO THE TROOPS THE IMPORTANCE THAT WE HERE IN THE TOP ARMY ECHELON ATTACH TO THE ROLE WHICH IS FILLED BY THE SERGEANTS MAJOR.

IT IS MY SINCERE HOPE THAT EACH ONE OF YOU GENTLEMEN TAKE REAL PRIDE IN THE OFFICE YOU HOLD. YOU SHOULD BE, AND ARE, A TREMENDOUSLY IMPORTANT COG IN THE ORGANIZATION YOU SO ABLY REPRESENT, THE UNITED STATES ARMY. WE WANT TO TAKE YOUR LIGHT OUT FROM UNDER THE BUSHEL, AND WE WANT TO BUILD ON THE FOUNDATION WHICH WE ARE ABLE TO FORM HERE IN THIS MEETING, TO UTILIZE YOU THROUGHOUT THE YEAR IN HELPING US IN DOING OUR JOB HERE IN THE PENTAGON.

WE HAVE RECENTLY ASKED EACH MAJOR COMMAND SERGEANT MAJOR TO COMMENT ON THE NEW ENLISTED PROMOTION SYSTEM WHICH WILL BE BRIEFED TO YOU HERE THIS MORNING.

I AM MOST ANXIOUS TO GET YOUR REACTIONS TO THIS ARMY STAFF PROPOSAL. IF THERE ARE BUGS IN IT, I AM COUNTING ON YOU TO POINT THEM OUT TO US.

THIS IS NOT, AS YOU REALIZE, PASSING THE POWER OF DECISION TO YOU FROM THE SECRETARY OR THE CHIEF OF STAFF. IT IS GIVING YOU THE RESPONSIBILITY TO GIVE US YOUR WELL-CONSIDERED OPINION WHICH CAN BE OF GREAT VALUE TO THE CHAIN OF COMMAND IN ARRIVING AT THE FINAL DECISION.

NOW, I WOULD LIKE TO GIVE YOU A QUICK RUN-DOWN ON THE ARMY'S PERSONNEL SITUATION. OF PRIME IMPORTANCE, OF COURSE, IS THE BUILDUP AND ITS IMPACT ON US BOTH COLLECTIVELY AND INDIVIDUALLY. I WON'T FILL YOU WITH A LOT OF STATISTICS ON OUR REQUIREMENTS AND SO FORTH, BUT YOU SHOULD KNOW THAT ABOUT 43 PERCENT OF OUR ENLISTED PERSONNEL ARE NOW SERVING OVERSEAS, AND WITH THE BUILDUP OF STRENGTH OCCURRING IN

VIETNAM THIS WILL INCREASE. IT DOESN'T TAKE ANY EXPERT TO FIGURE OUT WHAT THIS MEANS IN TERMS OF TIME AWAY FROM HOME.

DEPLOYMENT TO VIETNAM, ACTIVATION OF NEW UNITS IN CONUS, AND THE EXPANDING TRAINING BASE ALL TAKE PROFESSIONAL SOLDIERS AND SOMETIMES ON VERY SHORT NOTICE. IT ALL ADDS UP TO INCREASED TURBULENCE, CHANGES IN PLANS, AND HARDSHIPS. THESE SIDE EFFECTS CANNOT BE ELIMINATED. BUT THERE ARE MANY WAYS IN WHICH YOU GENTLEMEN CAN HELP TO MINIMIZE THEM.

ONE OF THEM WHICH WILL BE COVERED LATER ON THIS MORNING IS BY TAKING ALL POSSIBLE MEASURES TO INSURE THAT YOUR PERSONNEL REPORTING IS ACCURATE. I WANT TO EMPHASIZE, HOWEVER, THAT ALL OF OUR PERSONNEL ACTIONS ARE BASED ON REPORTS AND DATA FURNISHED FROM THE FIELD—THE UNIT LEVEL.

THERE HAS NOT YET BEEN A DATA-PROCESSING SYSTEM WHICH CAN ELIMINATE ERRORS OF INPUT INTO THE SYSTEM. SO GET WITH IT AND SEE IF WE CAN'T GET THE REPORTING ACCURATE TO ELIMINATE THE HARDSHIPS WHICH ARE CAUSED BY INACCURATE DATA HERE IN WASHINGTON WHERE WE MUST MAKE THE DECISIONS.

ONE ACTION WE HAVE TAKEN TO LIGHTEN THE IMPACT OF VIETNAM REQUIREMENTS IS THE DESIGNATION OF LONG-TOUR AREAS AS WELL AS THE CONUS AS PART OF THE ROTATIONAL BASE FOR ALL SHORT-TOUR AREAS. ALSO, UNDER CURRENT POLICY VOLUNTEERS ARE CONSIDERED IMMEDIATELY AVAILABLE TO GO TO VIETNAM. OTHERS, ARE ASSIGNED TO SHORT-TOUR AREAS ON AS EQUITABLE A BASIS AS WE CAN ARRANGE.

INCIDENTALLY, YOU WILL BE PROUD TO KNOW THAT SINCE JULY OF LAST YEAR WE HAVE HAD OVER 16,700 ENLISTED VOLUNTEERS FOR VIETNAM AND WE HAVE BEEN ABLE TO OBLIGE ABOUT 10,000 OF THEM TO DATE.

NOW THOSE SCHEDULED FOR DEPLOYMENT TO VIETNAM AS INDIVIDUAL REPLACEMENTS WHO HAVE BEEN FOUND QUALIFIED FOR OCS WILL BE ALLOWED TO ATTEND THE APPROPRIATE SCHOOL. WE FEEL, IN EFFECT, OF COURSE, THAT THEY ARE JUST DEFERRING THEIR PRESENCE IN VIETNAM.

BY THE WAY, I WOULD LIKE YOU TO KEEP YOUR EYE OUT FOR THE YOUNG SOLDIER WHO IS GOOD MATERIAL FOR THE OCS PROGRAM OR FOR THE WARRANT OFFICER PILOT TRAINING PROGRAM. THESE ARE TWO OF OUR MOST CRITICAL AREAS IN THE CURRENT BUILDUP. SOMETIMES ALL IT WILL TAKE IS A LITTLE ENCOURAGEMENT FROM YOU GENTLEMEN TO GET THESE PEOPLE HEADED IN THE RIGHT DIRECTION. IT IS BECAUSE OF THIS NEED FOR AVIATION PEOPLE THAT THOSE ENGAGED IN THE TRAINING OF AVIATORS AND AVIATION MAINTENANCE PERSONNEL WHO HAVE NOT YET COMPLETED THE STABILIZED TOUR WILL NOT BE UTILIZED FOR IMMEDIATE VIETNAM ASSIGNMENT UNLESS, OF COURSE, OTHER SOLDIERS WITH THE REQUIRED SKILLS ARE NOT AVAILABLE.

WE HAVE RECENTLY CHANGED THE 60-DAY CRITERION SO THAT NOW MEMBERS OF ALERTED UNITS MUST HAVE 90 DAYS OR MORE LEFT TO SERVE BEFORE THEY ARE DEPLOYED TO VIETNAM WITH THEIR UNITS. NOW THIS IS IN RESPONSE TO A REQUEST FROM VIETNAM TO AVOID TURBULENCE IMMEDIATELY AFTER ARRIVAL THERE, AND WE DO NOT FEEL THAT IT WILL HAVE A MAJOR IMPACT ON THE TURBULENCE HERE AT HOME.

TO HELP THE SOLDIER'S DEPENDENTS WHEN HE IS OVERSEAS WE HAVE ESTABLISHED THE ARMY COMMUNITY SERVICE PROGRAM. THE THEME FOR THIS PROGRAM IS SELF-HELP, SERVICE, AND STABILITY. YOU CAN HELP THIS PROGRAM AT YOUR POST BY ENCOURAGING SOLDIERS AND FAMILIES TO WORK TOGETHER TO INSURE THAT THE ARMY IS TAKING CARE OF ITS OWN. HOWEVER, DON'T RELY ON THE PROGRAM TO TAKE CARE OF ALL INDIVIDUAL PROBLEMS. THERE IS STILL A NEED FOR PERSONAL ATTENTION TO INSURE THAT WE MEET OUR RESPONSIBILITY. FOR EXAMPLE, THE ENLISTED PERSONNEL DIRECTORATE RECEIVES ABOUT 4,000 LETTERS EVERY MONTH, MANY OF THEM CONGRESSIONALS, AND MOST OF THEM FROM SOLDIERS WITH PROBLEMS. EACH MUST BE RESEARCHED AND ANSWERED. BUT OUR STATISTICS INDICATE THAT AT LEAST 75 PERCENT OF THESE PROBLEMS COULD HAVE BEEN SOLVED BY THE SOLDIER'S FIRST SERGEANT, COMPANY COMMANDER, OR PLATOON LEADER IF IT HAD BEEN BROUGHT UP AT THAT LEVEL.

ENCOURAGE YOUR NCO'S TO TAKE CARE OF THE NEEDS OF THEIR MEN WHO ARE ON THEIR WAY OVERSEAS. HAVE THEM GIVE

PARTICULAR ATTENTION TO THEIR PERSONAL AFFAIRS, SUCH AS WILLS, POWERS OF ATTORNEY, INSURANCE, DEBTS AND DISPOSITION OF CARS AS THEY ARE MOVING OUT.

ONE OF THE BIGGEST PROBLEM AREAS AT THE MOMENT IS THE RECENTLY ANNOUNCED PROGRAM FOR SUBSTITUTION OF CIVILIAN FOR MILITARY SPACES. I HAVE, I ASSURE YOU, MANY QUERIES ON THIS SUBJECT.

LET ME ASSURE YOU THAT EACH ECHELON OF THE ARMY WILL TAKE A HARD LOOK AT THE SPACES WHICH ARE SUBSTITUTABLE.

WE ARE NOW DEVELOPING IN THE DEPARTMENT OF THE ARMY DETAILED PLANS FOR THIS PROGRAM TO INSURE AN ORDERLY CONVERSION WITHOUT DEGRADING OUR CONUS ROTATION BASE. BUT I AM AFRAID THAT THIS IS ALL OF THE DEFINITE INFORMATION I CAN GIVE YOU ON THIS MOST IMPORTANT SUBJECT AT THIS TIME.

YOU HAVE HEARD THAT THE RECENTLY PASSED PAY BILL PROVIDES A VARIABLE REENLISTMENT BONUS WHICH IS PAID ON THE FIRST REENLISTMENT ONLY—THE BONUS USING MULTIPLIERS OF 1 THROUGH 4 IS PLANNED TO BE PAID IN EQUAL, YEARLY INSTALLMENTS IN EACH YEAR OF THE REENLISTMENT PERIOD. AND AGAIN, WE ARE NOW DEVELOPING PLANS TO PUT IT INTO EFFECT. CRITERIA FOR DETERMINING AN MOS TO BE A CRITICAL SKILL WILL BE SUBSTANTIALLY THE SAME AS THOSE FOR DETERMINING THE MOS TO BE AWARDED PROFICIENCY PAY (SPECIALTY). TO BE ELIGIBLE FOR THIS BONUS, AS I SAID BEFORE, THE SOLDIER MUST BE DESIGNATED IN THE QUALIFIED SKILL, RE-ENLIST WITHIN THREE MONTHS AFTER HIS DISCHARGE FOR A PERIOD OF AT LEAST THREE YEARS. AS THE EFFECTIVE DATE FOR THIS PROGRAM IS EXPECTED TO BE 1 JANUARY 1966 WITH NO RETROACTIVE PROVISIONS, ALL FIRST-TERM SOLDIERS WHOSE TERM OF SERVICE IS DUE TO EXPIRE BETWEEN NOW AND THEN SHOULD BE INFORMED OF THE PROGRAM BECAUSE BY EXTENDING THEIR TERM OF SERVICE UNTIL 1 JANUARY RATHER THAN REENLISTING AT THEIR ETS, THEY WILL NOT THUS JEOPARDIZE THEIR POSSIBLE ELIGIBILITY. AGAIN, I AM AFRAID THAT THIS IS THE ONLY DEFINITE INFORMATION I CAN GIVE YOU ON THIS SUBJECT AT THIS PARTICULAR TIME.

BEFORE PROCEEDING WITH THE BRIEFINGS I SHOULD SAY SOMETHING ABOUT THE SUBJECT WHICH HAS HAD A LOT OF PUBLICITY AND THAT IS THE STRIPE SITUATION. AS YOU KNOW, A MESSAGE WAS DISPATCHED ON 10 AUGUST SUSPENDING THE PLANNED REVISION OF THE INSIGNIA WHICH WAS SUPPOSED TO HAVE TAKEN PLACE ON 1 SEPTEMBER. SUSPENSION WAS ORDERED IN ORDER TO GIVE TIME TO MAKE A THOROUGH ANALYSIS OF A PROBLEM THAT REALLY GOES BEYOND THE SIMPLE WEARING OF THE INSIGNIA. THE GOAL OF THIS STUDY IS TO ESTABLISH THE PROPER PROPORTION OF NON-COMMISSIONED OFFICERS IN THE ORGANIZATIONS OF THE ARMY AS CREATED IN THE LAST FEW YEARS, SUCH AS THE ROAD DIVISION AND THE COSTAR LOGISTICS STRUCTURE. UNTIL THIS STUDY HAS BEEN COMPLETED AT LEAST, I WOULD SAY THAT ANY CHANGES IN THE CURRENT INSIGNIA WERE JUST NOT IN THE BOOKS. IT IS IMPOSSIBLE FOR ME TO SAY AT THIS TIME WHEN THE STUDY WILL BE COMPLETED. I ANTICIPATE, HOWEVER, THAT YOU WILL BE AFFORDED THE OPPORTUNITY TO GIVE US YOUR VIEWS PRIOR TO FINAL DA ACTION.

NOW WE CAN PROCEED WITH THE THREE BRIEFINGS WE HAVE LAID ON FOR YOU THIS MORNING, AND EACH BRIEFER AT THE END OF THE BRIEFING OF HIS TOPIC WILL ANSWER YOUR QUESTIONS ON THAT TOPIC. AT THE END OF THE THREE BRIEFINGS WE WILL HAVE A FORUM DISCUSSION AND TRY TO ANSWER YOUR QUESTIONS ACROSS THE FIELD AS BEST WE MAY.

SERGEANT MAJOR GRIFFIN, MAY I TURN IT BACK TO YOU IF YOU PLEASE?

SMAJ GRIFFIN — OUR FIRST BRIEFER IS SMAJ YONEKURA ON MORNING REPORTS. SMAJ YONEKURA....

SMAJ YONEKURA — I AM GOING TO TALK TO YOU ABOUT THE ARMY PERSONNEL REPORTING SYSTEM AND ITS DEPENDENCE UPON FIELD UNITS FOR ACCURATE AND TIMELY MILITARY PERSONNEL SOURCE DATA.

AT THE APEX OF THE WORLD-WIDE ARMY PERSONNEL REPORTING SYSTEM STANDS THE USA DATA SUPPORT COMMAND, WHICH IS RESPONSIBLE FOR TECHNICAL SUPERVISION OF THE ARMY PERSONNEL REPORTING SYSTEM THROUGHOUT THE WORLD. ITS MISSION, GENERALLY,

**ACTIVE ARMY MASTER FILES**

- 1. OFFICER MASTER MAGNETIC TAPE FILE**
- 2. ENLISTED MASTER MAGNETIC TAPE FILE**
- 3. ORGANIZATIONAL MASTER MAGNETIC TAPE FILE**

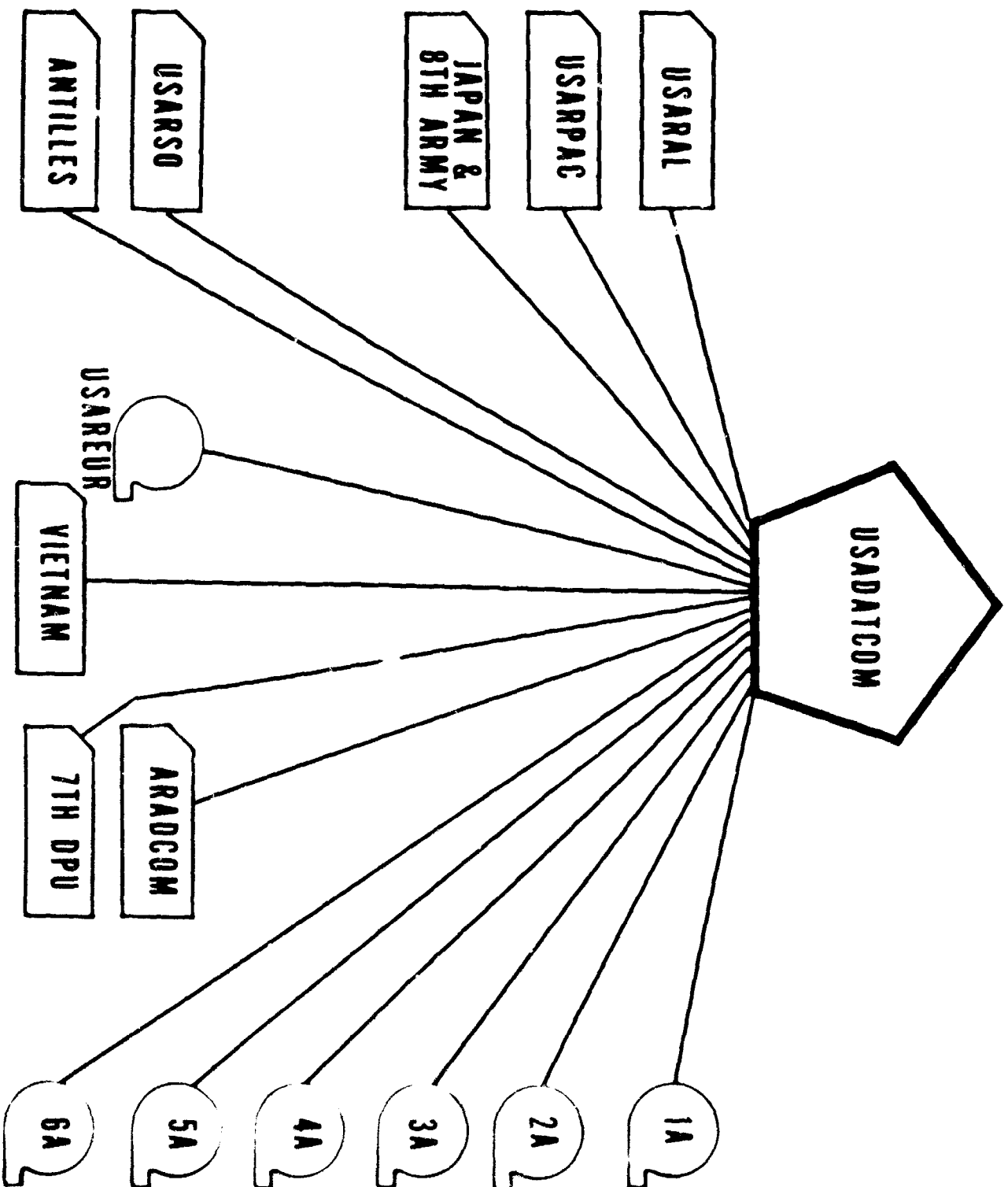


CHART 1

# PERSONNEL REPORTING SYSTEM

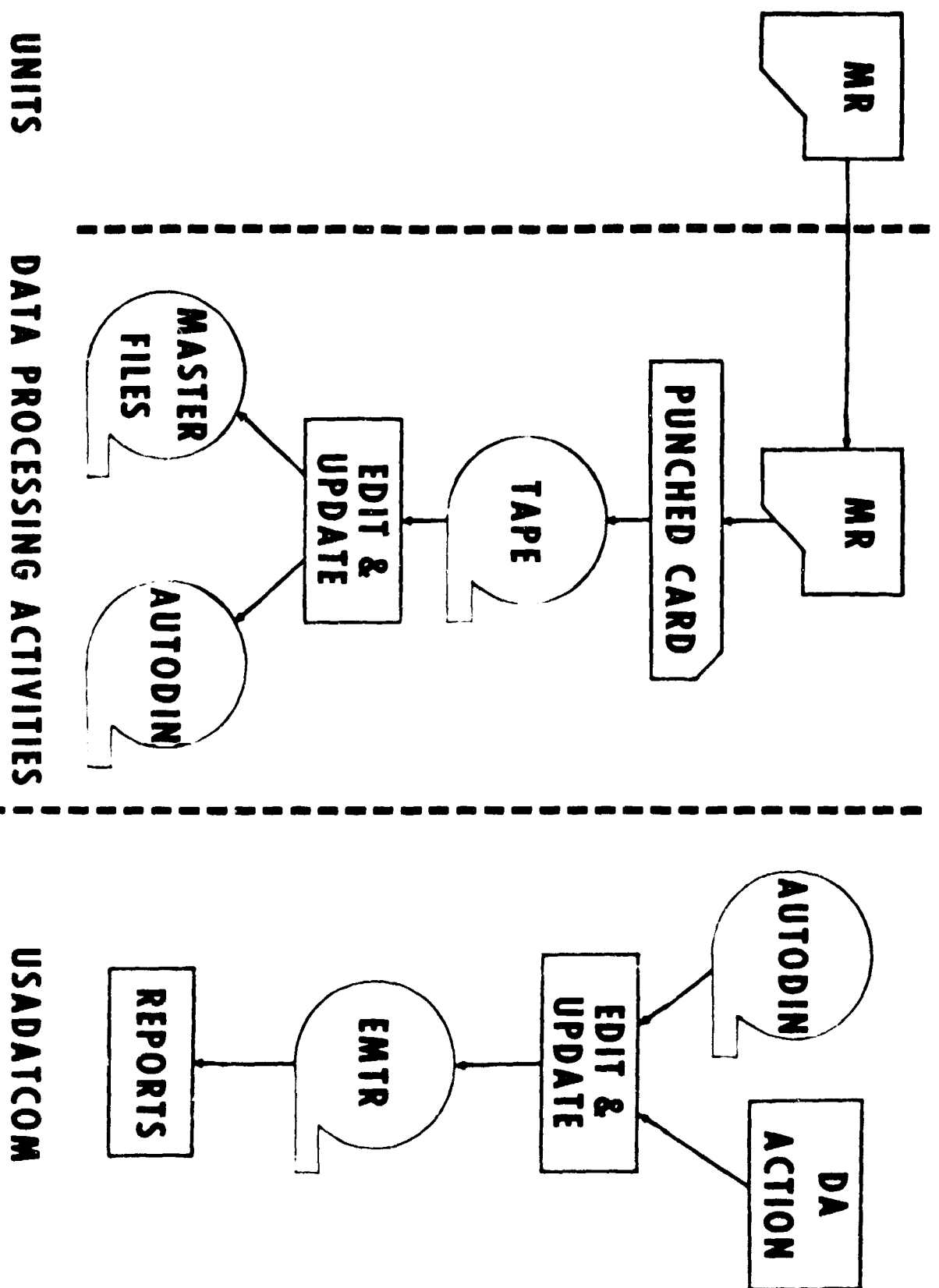


CHART 3

IS PERSONNEL DATA RECORD KEEPING AND THE PREPARATION OF REPORTS TO SUPPORT DEPARTMENT OF DEFENSE AND DEPARTMENT OF THE ARMY STAFF AGENCIES IN MANAGING PERSONNEL RESOURCES AND RELATED FUNCTIONS.

(CHART 1 ON)

THIS CHART SHOWS THE DATA PROCESSING ACTIVITIES CURRENTLY SUPPORTING THE ARMY PERSONNEL REPORTING SYSTEM. DATA PROCESSING ACTIVITIES ARE ASSIGNED TO MAJOR COMMANDS, AND ARE UNDER OPERATIONAL CONTROL OF THE ADJUTANTS GENERAL.

THE USA DATA SUPPORT COMMAND AND EACH OF THE FIELD DATA PROCESSING ACTIVITIES ARE INTERCONNECTED TO TRANSMIT DATA BY ELECTRICAL MEANS. THIS ALLOWS A CONSTANT FLOW OF UP-TO-DATE DATA USED FOR TIMELY MAINTENANCE OF BASIC ORGANIZATION AND PERSONNEL FILES MAINTAINED ON BOTH PUNCHED CARDS AND MAGNETIC TAPE, AND FOR REPORT PREPARATION BY ALL COMMANDS AND AGENCIES CONCERNED.

(CHART 1 OFF - CHART 2 ON)

THIS CHART SHOWS SOME OF THOSE BASIC DATA FILES THAT ARE MAINTAINED FROM SOURCE DATA OBTAINED PRIMARILY FROM MORNING REPORT ENTRIES. ALL THESE FILES ARE IMPORTANT, BUT DUE TO THE LIMITED TIME WE WILL CONCERN OURSELVES PRIMARILY WITH THE ENLISTED MASTER MAGNETIC TAPE FILE WHICH CONTAINS AN INDIVIDUAL RECORD ON EVERY ENLISTED PERSON IN THE ACTIVE ARMY.

(CHART 2 OFF)

THE ITEMS OF DATA CONTAINED IN ENLISTED RECORDS ARE THOSE ITEMS OF BASIC AND SUPPLEMENTAL PERSONNEL DATA SHOWN IN MORNING REPORT REMARKS AND CURRENTLY BEING MAINTAINED IN YOUR SERVICING DATA PROCESSING ACTIVITY.

(CHART 3 ON)

THE FLOW OF DATA TO SUPPORT THE MAINTENANCE OF THESE FILES BEGINS AT THE UNIT LEVEL WHEN THE MORNING REPORT, OR

OTHER SOURCE DOCUMENT USED IN THE SYSTEMS, IS CREATED. THE DOCUMENTS FLOW THROUGH THE UNIT PERSONNEL SECTION FOR VERIFICATION, EXTRACTION OF DATA, AND FOR CONTROL OF OTHER PERSONNEL ACTIONS TRIGGERED BY THE ITEM BEING CHANGED. THE DOCUMENTS ARE THEN FORWARDED TO THE DATA PROCESSING ACTIVITY WHICH TRANSLATES THE DATA INTO ACCEPTABLE MACHINE LANGUAGE, PROCESSES THAT DATA TO THEIR LOCAL FILES, AND REPRODUCES IT INTO RECORDS ACCEPTABLE TO THE US ARMY DATA SUPPORT COMMAND COMPUTER. THE RECORDS ARE THEN TRANSMITTED TO US FOR UPDATING OUR MASTER DATA FILES. SIMULTANEOUSLY WITH THE UPDATING OF THE FILES, AN EDIT IS MADE OF THE DATA IN EACH RECORD TO DETERMINE IF ALL DATA IS VALID.

(CHART 3 OFF)

THIS, GENTLEMEN, BRINGS ME TO THE MOST IMPORTANT PART OF THE DISCUSSION, THE URGENT NEED FOR ACCURATE, COMPLETE AND PROMPT MORNING REPORT DATA.

THE MORNING REPORT IS ONE OF THE OLDEST REPORTS IN EXISTENCE IN THE ARMY TODAY. IT DATES BACK, IN ONE FORM OR ANOTHER, TO THE REVOLUTIONARY WAR. THE THOUSANDS OF CHANGES TO FORMS AND REPORTS OVER THE YEARS HAVE CAUSED MOST OF THEM TO LOSE THEIR ORIGINAL IDENTITY, BUT THE DA FORM NUMBER 1 ASSIGNED TO THE MORNING REPORT ATTESTS TO ITS CONTINUED IMPORTANCE AND DEPENDENCE IN FURNISHING DATA FOR MANAGING PERSONNEL AND MANPOWER RESOURCES.

THERE ARE APPROXIMATELY 20,000 MORNING REPORTS PREPARED EACH DAY THROUGHOUT THE ARMY. WHILE ONE OR TWO SEEMINGLY INSIGNIFICANT ERRORS MAY BE ALLOWED TO OCCUR AT THE UNIT LEVEL, YOU CAN IMAGINE HOW VOLUMINOUS THE TOTAL ERROR RATE BECOMES AT DEPARTMENT OF THE ARMY LEVEL.

DURING THE FIRST HALF OF JULY 1965, 353,000 TRANSACTIONS WERE RECEIVED IN THE DATA SUPPORT COMMAND. OF THESE TRANSACTIONS, 15,600 WERE REJECTED AS A RESULT OF ERRONEOUS SERVICE NUMBER, ERRONEOUS NAME, AND ERRONEOUS UNIT OF ASSIGNMENT. THIS DOES NOT INCLUDE OMISSIONS, OR ITEMS OF DATA WHICH THE COMPUTER COULD NOT DISTINGUISH AS IMPOSSIBLE

OR INCOMPATIBLE DATA. THE COMPUTER CANNOT ALWAYS DETECT AN ITEM OF INCORRECT DATA. IT CAN DETERMINE IF AN INDIVIDUAL'S MOS SKILL DIGIT IS INCOMPATIBLE WITH HIS GRADE, OR WHETHER AN MOS REPORTED IS VALID OR INVALID. THERE ARE NUMEROUS EDIT PPOCEDURES WHICH CAN BE APPLIED IN OUR UP-DATING PROCEDURES TO PREVENT INVALID ITEMS OF DATA BEING PROCESSED TO THE FILES. HOWEVER, THE MANUAL LABOR REQUIRED TO RESOLVE THE ERRORS OR INVALID ITEMS OF DATA CAN BE ENORMOUS IN AN OPERATION OF THIS SIZE. THEREFORE, IN ORDER TO KEEP THE ERROR RATE TO A MANAGEABLE LEVEL, THERE MUST BE A CONCERTED EFFORT BY ALL REPORTING UNITS TO IMPROVE THE ACCURACY OF THE DATA SHOWN IN MORNING REPORT REMARKS.

THE REPORTS PREPARED FROM THE DATA IN THE MASTER FILES ARE USED TO GUIDE DECISIONS IN SUCH IMPORTANT AREAS AS PROMOTION ALLOCATIONS, ENLISTMENT AND INDUCTION QUOTAS, SELECTING PERSONNEL FOR OVERSEA ASSIGNMENTS, DEVELOPING PERSONNEL FUNDING REQUIREMENTS AND ALLOCATIONS OF FUNDS, DETERMINING REPLACEMENT REQUIREMENTS, AND FOR DEVELOPING ALL TYPES OF STATISTICS FOR USE BY PERSONNEL APPEARING BEFORE CONGRESSIONAL COMMITTEES.

IF YOUR REPLACEMENT IS LATE ARRIVING, IF YOUR ASSIGNMENT TO A CONUS UNIT FROM AN OVERSEA UNIT DOES NOT ARRIVE BEFORE YOUR DATE ELIGIBLE TO RETURN, IF YOUR PROMOTION ALLOCATION IS LOW, IF YOU ARE ASSIGNED DUTY IN AN MOS FOR WHICH YOU ARE NO LONGER QUALIFIED — IT MAY BE BECAUSE OF INACCURATE, INCOMPLETE OR DELAYED MORNING REPORT ENTRIES. ANY ONE OF YOU COULD BE THE VICTIM OF AN IMPROPER ACTION BASED ON INACCURATE DATA. I AM SURE THAT YOU DON'T WANT THIS TO HAPPEN. I, THEREFORE, URGE EACH AND EVERY ONE OF YOU TO GIVE WHATEVER ASSISTANCE YOU CAN TO IMPROVE THE ACCURACY OF DATA CONTAINED IN MORNING REPORT REMARKS, AND THE SOURCE DOCUMENTS USED BY MORNING REPORT CLERKS IN PREPARING THOSE REMARKS. I URGE THAT EVERY PERSONNEL CLERK, ORDERS CLERK, MORNING REPORT CLERK, AND SUPERVISOR OF EACH, BE EDUCATED AS TO THE IMPORTANCE OF ACCURATE AND TIMELY DATA AND ITS USE IN PERSONNEL MANAGEMENT.

## **SPECIFIC ACTIONS**

### **1. ORDERS:**

**COMPLETENESS**

**VERIFICATION**

**COMPUTATION OF EDCSA**

**DISTRIBUTION**

**CONTROL**

### **2. MONTHLY PERSONNEL ROSTERS :**

**VERIFY WITH RECORDS**

### **3. MORNING REPORTS:**

**PROMPTNESS**

**TIMELINESS**

**CONTROL**

**VERIFICATION**

I SHOULD LIKE TO OUTLINE SOME SPECIFIC MEASURES THAT YOU CAN TAKE IN THIS AREA, WHICH WE THINK WOULD DO MUCH TO IMPROVE THE SYSTEM—

(CHART 4 ON)

WITH RESPECT TO — ORDERS

INSURE THAT ORDERS CONTAIN ALL ELEMENTS OF DATA REQUIRED, VERIFY NAME, GRADE, AND SERVICE NUMBER AGAINST THE INDIVIDUAL'S PERSONNEL RECORDS. INSURE THAT EDCSA, WHERE REQUIRED, ARE CORRECTLY COMPUTED. MAKE PROPER DISTRIBUTION OF ORDERS. ESTABLISH CONTROLS TO INSURE THAT ORDERS RECEIVED FROM OTHER COMMANDS ARE EXPEDITIOUSLY ROUTED TO UNITS CONCERNED.

WITH RESPECT TO — MONTHLY PERSONNEL ROSTERS

THEIR PURPOSE IS TWO-FOLD. FIRST, THEY ARE A MEDIUM FOR UNIT COMMANDERS AND UNIT PERSONNEL SECTIONS TO DETERMINE IF ALL MORNING REPORT ENTRIES WERE PROPERLY RECORDED IN THE DATA PROCESSING ACTIVITY FILES. AND SECOND, THEY ARE A FOLLOW-UP CONTROL DOCUMENT TO AID THE MORNING REPORT CLERKS AND UNIT PERSONNEL CLERKS IN DETERMINING IF ALL PERSONNEL AND ORGANIZATIONAL CHANGES WERE REPORTED ON THE MORNING REPORT. THEREFORE, ALL MONTHLY PERSONNEL ROSTER DATA SHOULD BE VERIFIED TO THE PERSONNEL RECORDS FOR ALL INDIVIDUALS CONCERNED.

WITH RESPECT TO — MORNING REPORTS

INSIST THAT MORNING REPORTS BE CHECKED BY APPROPRIATE AND COMPETENT SUPERVISORY PERSONNEL AND DISPATCHED BY THE MOST EXPEDITIOUS MEANS TO THE SERVICING DATA PROCESSING UNITS OR ACTIVITIES.

CONTROLS SHOULD BE KEPT TO INSURE THAT MORNING REPORT ENTRIES ARE MADE ON THE EDCSA, OR EFFECTIVE DATES, AND THAT REORGANIZATIONS, REDESIGNATIONS, MOVES AND OTHER

ORGANIZATIONAL CHANGES ARE REPORTED AS THEY OCCUR.

ESTABLISH AND MAINTAIN CONTROLS TO INSURE THAT ALL PERSONNEL ACTION DOCUMENTS, AND ORDERS, BE ROUTED TO MORNING REPORT CLERKS CONCERNED.

REQUIRE MORNING REPORT CLERK TO VERIFY AND REVERIFY THE NAME, GRADE AND SERVICE NUMBER, AND PROFICIENCY PAY FOR ENLISTED PERSONNEL EACH TIME AN INDIVIDUAL CHANGE IS REPORTED. (THESE ITEMS ARE USED FOR MECHANICAL CONTROLS. IF AN ERROR IS MADE IN ANY ONE OF THEM, THE CHANGE WILL NOT PROCESS TO THE FILES.)

(CHART 1 OFF)

IN CLOSING, I WANT TO SOLICIT YOUR ASSISTANCE AS SENIOR REPRESENTATIVES OF YOUR COMMANDS IN STRESSING THE IMPORTANCE OF ACCURATE, COMPLETE AND PROMPT MORNING REPORTS. ATTENTION TO THE SPECIFIC MEASURES I HAVE JUST MENTIONED WITH RESPECT TO ORDERS, MONTHLY PERSONNEL ROSTERS AND MORNING REPORTS WILL HELP ALLEVIATE THE PROBLEM.

BEFORE WE GO INTO THE QUESTION AND ANSWER PERIOD I WOULD LIKE TO STATE THAT WE HAVE WITH US TODAY GENERAL WALKER, COMMANDING GENERAL, USDATA COM --- COLONEL HAUSER, USADATCOM---COL LASSING, CO, 7TH DPJ, AND CAPT FOSTER, USADATCOM, WHO WILL BE HAPPY TO ANSWER ANY QUESTIONS FROM THE FLOOR.

ARE THERE ANY QUESTIONS AT THIS TIME?

(THERE WERE NO QUESTIONS.)

THANK YOU GENTLEMEN. I WILL BE FOLLOWED BY COLONEL FRAZIER OF OPO.

(APPLAUSE)

**LT COL FRAZIER—**

**GENTLEMEN, I AM LT COLONEL FRAZIER, DEPUTY CHIEF, SENIOR ENLISTED CONTROL BRANCH IN THE OFFICE OF PERSONNEL OPERATIONS. MY PRESENTATION IS DESIGNED TO COVER A FEW IMPORTANT ASPECTS OF ENLISTED PERSONNEL MANAGEMENT. I WILL DISCUSS BRIEFLY CERTAIN**

**(CHART 1 ON)**

**REQUISITIONING PROCEDURES, CROSS TRAINING, PREFERENCE STATEMENTS, AND ACCURACY OF RECORDS. AT THE CONCLUSION A PERIOD WILL BE AVAILABLE FOR OPEN DISCUSSION OF THESE TOPICS.**

**(CHART 1 OFF)**

**THE SUBJECT OF PERSONNEL MANAGEMENT IS AS IMPORTANT IF NOT MORE SO, THAN THE PROGRAMS, PROCEDURES AND POLICIES RELATED TO THE LOGISTICAL, TRAINING AND OPERATIONAL FUNCTIONS OF YOUR COMMAND. IT IS AN AREA IN WHICH YOU, AS SENIOR NONCOMMISSIONED OFFICERS, CAN ASSIST YOUR COMMANDERS AND ENLISTED MEN IN GENERAL. (THE CHIEF OF STAFF HAS STATED— "PEOPLE ARE THE ARMY'S MOST PRECIOUS ASSET. ALL THAT WE DO AND FAIL TO DO IS A DIRECT PRODUCT OF THE PERFORMANCE OF OUR PEOPLE — I EXPECT EVERY PERSON IN THE ARMY TO BEND HIS EVERY EFFORT TO PUTTING PERSONAL INTO PERSONNEL.")**

**THE FIRST ITEM I WILL DISCUSS IS RELATED TO THE REQUISITIONING SYSTEM FOR E7 — E9 AND E6 AND BELOW. YOU ARE ALL FAMILIAR WITH THE THREE PART REQUISITIONING SYSTEM SINCE WE HAVE OPERATED UNDER IT FOR THE PAST TWO YEARS. HOWEVER, THERE ARE TWO AREAS THAT WE FEEL NEED TO BE DISCUSSED. FIRST — EARLY CANCELLATION AND SECONDLY — FILLING OF "PART II" ITEMS.**

**RECOGNIZING AN INHERENT DELAY IN OUR REQUISITIONING PROCEDURE AND THE IMPACT THAT THIS DELAY HAS HAD ON PROMOTIONS, WE INTRODUCED PROCEDURES IN EARLY AUGUST FOR EARLY CANCELLATION OF REQUISITION ITEMS BEING PROCESSED ON SENIOR GRADE PERSONNEL. THE PURPOSE IS TO PERMIT THE COMMANDER TO PROMOTE THE BEST QUALIFIED SOLDIER. WE WILL APPROVE AN EARLY REQUEST FOR CANCELLATION PROVIDED AN INDIVIDUAL HAS NOT BEEN ASSIGNED AGAINST THE VACANCY, OR IN THOSE CASES WHERE WE HAVE A MAN ON ORDERS NO HARDSHIP WILL RESULT FROM CANCELLATION OR DIVERSION. SEPTEMBER**

- **REQUISITIONING PROCEDURES**
- **CROSS TRAINING**
- **PREFERENCE STATEMENTS**
- **ACCURACY OF RECORDS**

**CHART 1**

WAS THE FIRST MONTH IN WHICH WE MADE ANY EARLY CANCEL-  
LATIONS — WE APPROVED 36 REQUESTS. AS WE CLOSE OUT OUR  
REQUISITIONS ON THE 22D OF EACH MONTH — I WAS JUST  
INFORMED THAT FOR OCTOBER WE APPROVED 113 REQUESTS.

THE OTHER FACET OF THE SYSTEM THAT IS NOT FULLY  
UNDERSTOOD IN THE FIELD IS THE NECESSITY FOR FILLING  
CERTAIN PART II ITEMS. I AM SURE THAT AT ONE TIME OR  
ANOTHER IN YOUR CAREER YOU WERE BLOCKED FROM A PROMOTION  
BY A SENIOR MAN BEING ORDERED IN TO FILL THE HIGHER GRADE  
POSITION YOU WERE OCCUPYING. AS YOU KNOW FROM EXPERIENCE  
IT WAS EXTREMELY DIFFICULT TO CONVINCE YOURSELF, LET  
ALONE ANOTHER NONCOMMISSIONED OFFICER IN THE SAME SITUATION,  
THE NECESSITY FOR FILLING THE POSITION.

WE DO NOT LIKE TO DO IT EITHER, BUT PERHAPS AS A RESULT  
OF THIS CONFERENCE YOU WILL BETTER UNDERSTAND WHY WE  
MUST FILL SOME OF THE ITEMS AND YOU WILL, UPON RETURN TO  
YOUR UNITS, APPLY THAT PRINCIPLE OF LEADERSHIP OF "KEEP-  
ING YOUR MEN INFORMED."

PROPER UTILIZATION OF PERSONNEL DICTATES THAT SOME  
OF THE PART II ITEMS BE FILLED. AS AN EXAMPLE OF CONDITIONS  
UNDER WHICH WE MUST FILL PART II — WE HAVE NO CHOICE OF  
GRADE AND MOS OF THOSE MEN RETURNING FROM OVERSEAS. THEY  
MUST BE RETURNED AND ASSIGNMENTS MUST BE FOUND FOR THEM  
IN CONUS. THEN TOO, WE HAVE SOLDIERS WHO FOR COMPASSIONATE  
REASONS MUST BE ASSIGNED TO A SPECIFIC AREA. ALSO, WE  
MUST FIND A HOME FOR A SOLDIER WHO IS DECLARED SURPLUS. WE  
MUST ASSIGN SOLDIERS RETURNING TO DUTY AFTER BEING  
HOSPITALIZED — BOTH BATTLE AND NON-BATTLE CASUALTIES.

IT IS ESSENTIAL THAT YOU GIVE ATTENTION TO THE PROPER  
REQUISITIONING OF PERSONNEL IN GRADES E6 AND BELOW. WE  
HAVE DISCOVERED NUMEROUS ERRORS IN THE REQUISITIONING OF  
THESE PERSONNEL. IN SOME CASES WE HAVE RECEIVED REQUISITIONS  
FOR MOSs THAT HAVE BEEN PHASED OUT, OTHER REQUISITIONS  
HAVE ASKED FOR SKILL DIGIT LEVELS UNAUTHORIZED FOR THE  
REQUESTED GRADE. ANOTHER SIGNIFICANT AREA WHICH CAUSES  
TROUBLE IS THE REQUEST FOR A SECURITY CLEARANCE REQUIRE-  
MENT HIGHER THAN NECESSARY. THIS CAUSES DELAYS AND SOME-  
TIMES PRECLUDES OUR ABILITY TO FILL. IF YOU INSURE PROPER

SUPERVISION AND IMPRESS UPON ALL CONCERNED THE NECESSITY FOR CAREFUL PREPARATION OF THESE REQUISITIONS YOU WILL BE ASSISTING YOUR UNIT IN OBTAINING THE QUALIFIED SOLDIER NEEDED.

OUR SECOND SUBJECT IS CROSS TRAINING. HERE AGAIN IS AN AREA WHERE YOU CAN PASS ON TO THE PEOPLE WITH WHOM YOU WORK THE NECESSITY FOR CROSS TRAINING. CROSS TRAINING IS ESSENTIAL TO MEET REQUIREMENTS RESULTING FROM INTRODUCTION OF NEW EQUIPMENT AND MOS IMBALANCES. IT IS OBVIOUS THAT PERSONNEL MUST BE TRAINED IN NEW MOSs TO HANDLE NEW EQUIPMENT. THE IMBALANCES IN THE DISTRIBUTION OF MOSs WORLDWIDE DICTATE THAT SOME PERSONNEL MUST BE CROSS TRAINED, EITHER THROUGH FORMAL TRAINING OR OJT, UPON RETURN TO CONUS OR ASSIGNMENT OVERSEAS. THIS MUST BE DONE PARTICULARLY IN CERTAIN FIELDS, SUCH AS MISSILE AND ELECTRONIC, INTELLIGENCE AND SUPPLY. CROSS TRAINING IS ALSO REQUIRED ON OCCASION TO REDUCE OVERAGES AND TO BUILD UP SHORTAGE MOSs. IT SHOULD BE REALIZED THAT THROUGH CROSS TRAINING WE DEVELOP THE FLEXIBLE SOLDIER, A SOLDIER WHOSE PROFESSIONAL QUALIFICATIONS ARE VASTLY IMPROVED. WE MUST BE SURE, HOWEVER, THAT THESE MOSs ARE PROPERLY RECORDED. CROSS TRAINING THAT RESULTS IN SUBSEQUENT QUALIFICATION IN SECONDARY AND ADDITIONAL MOSs PROVIDES COMMANDERS IN THE FIELD AND THE DEPARTMENT OF THE ARMY MORE FLEXIBILITY IN UTILIZING PERSONNEL.

CROSS TRAINING MUST BE CAREFULLY MONITORED TO INSURE PROPER UTILIZATION. WHILE COMMANDERS ARE ALWAYS FACED WITH THE TASK OF ACCOMPLISHING THE MISSION, CARE MUST BE TAKEN THAT WE DO NOT RETRAIN SOLDIERS WITH CERTAIN CRITICAL MOSs INTO AN ARMY-WIDE NONCRITICAL OR UNRELATED MOS. IF THE SOLDIER POSSESSING A HARD SKILL CANNOT BE PROPERLY PLACED IN HIS MOS HE MUST BE REPORTED FOR REASSIGNMENT. IT MAY RESULT IN THE UNIT'S LOSS OF A GOOD SOLDIER, BUT IT WILL ULTIMATELY RESULT IN THE RIGHT MAN IN THE RIGHT JOB, AND BENEFIT THE ARMY IN THE LONG RUN. A MESSAGE HAS BEEN DISPATCHED IDENTIFYING THESE CRITICAL MOSs.

THE NEXT SUBJECT IS THE ENLISTED PREFERENCE STATEMENT, DA FORM 2635. ALL SENIOR GRADE NONCOMMISSIONED OFFICERS MAY SUBMIT A NEW PREFERENCE STATEMENT AT ANY TIME — HOWEVER, OVERSEA RETURNEES ARE REQUIRED TO SUBMIT A STATEMENT AT LEAST 7 MONTHS PRIOR TO RETURNING TO CONUS. LET ME ASSURE YOU THIS IS AN IMPORTANT ASSIGNMENT TOOL WITHIN THE ENLISTED PERSONNEL DIRECTORATE. EACH TIME THE RECORD IS PULLED FOR REVIEW OR AN ASSIGNMENT ACTION, THE PREFERENCE STATEMENT IS AVAILABLE AND IS UTILIZED FOR DATA NOT NORMALLY CONTAINED ELSEWHERE IN THE FILE.

THE STATEMENT PROVIDES AN OPPORTUNITY TO LIST CHOICES OF DUTY, SUCH AS CIVILIAN COMPONENT, TROOPS, STAFF OR INSTRUCTOR.

THE SOLDIER MAY ALSO INDICATE MILITARY SCHOOL PREFERENCE. THIS DOES NOT CONSTITUTE A FORMAL APPLICATION, BUT IT DOES GIVE VALUABLE INFORMATION TO HELP THE ASSIGNMENT PEOPLE.

THE REMARKS SECTION AFFORDS THE SENIOR NONCOMMISSIONED OFFICER AN OPPORTUNITY TO LIST PERSONAL CONSIDERATIONS SUCH AS FAMILY REQUIREMENTS FOR MEDICAL OR EDUCATIONAL FACILITIES, OR ANY OTHER DATA THAT HE FEELS IS IMPORTANT TO HIS ASSIGNMENT.

COMPLETION OF AN ASSIGNMENT PREFERENCE STATEMENT DOES NOT INSURE SELECTION FOR ASSIGNMENT TO A STATION OR AREA OF FIRST CHOICE, AS MILITARY REQUIREMENT AND PRIORITY VACANCIES ARE DETERMINING FACTORS. HOWEVER, MAXIMUM CONSIDERATION IS GIVEN TO THE PREFERENCE INDICATED.

THE THUNDER OF MY FINAL SUBJECT, ACCURACY OF RECORDS, HAS BEEN MORE OR LESS STOLEN BY SGT MAJOR YONEKURA. BUT THIS SUBJECT IS SO IMPORTANT THAT I FEEL I MUST REEMPHASIZE THE NECESSITY AND THE IMPORTANCE OF KEEPING CURRENT AND ACCURATE DATA ON ALL SOLDIERS. FOR THOSE OF US IN THE ASSIGNMENT BUSINESS, WE KNOW ONLY TOO WELL WHAT THE LACK OF — OR ERRONEOUS — DATA DOES TO THE INDIVIDUAL SOLDIER AND EVENTUALLY EVEN TO THE OPERATIONAL READINESS OF A UNIT. AS OUR SENIOR NONCOMMISSIONED OFFICERS, YOU CAN PLAY A

VITAL ROLE IN THIS AREA. WE MAKE SURE THAT OUR AVIATION MECHANICS ARE FULLY TRAINED BEFORE WE PERMIT THEM TO WORK ON HELICOPTERS, BUT DO WE KNOW THE QUALIFICATIONS OF PERSONNEL CLERKS WHO ARE MAINTAINING RECORDS, AND MAKING THE BASIC REPORTS THAT GET ONTO SGT MAJOR YONEKURA'S TAPE?

I WOULD LIKE TO HIGHLIGHT SOME PROBLEM AREAS WE HAVE FOUND ON FORM 20s. AS YOU KNOW ALL MEN ARE REQUIRED TO AUDIT AND SIGN THIS NEW FORM VERIFYING ITS ACCURACY. THIS RECORD IS TO BE AUDITED ANNUALLY DURING THE MONTH IN WHICH THE INDIVIDUAL'S BIRTHDAY OCCURS. LET ME EMPHASIZE NOW THE NECESSITY FOR ALL SOLDIERS TO BRING ERRORS AND OMISSIONS TO THE ATTENTION OF THE PERSONNEL SPECIALISTS AND TO REQUEST IMMEDIATE CORRECTION AND REPORTING WHEN THEY ARE FOUND DURING THE AUDIT.

WE ARE FREQUENTLY REQUESTED BY UNITS TO REMOVE INDIVIDUALS FROM ORDERS ON THE BASIS THAT THE SOLDIER IS NOT PHYSICALLY QUALIFIED FOR THE NEW ASSIGNMENT. YET THESE ASSIGNMENTS WERE BASED ON THE INFORMATION FURNISHED BY THE ORGANIZATION AND IT WAS ONLY AFTER WE HAD TAKEN THE ACTION THAT SOMEONE DISCOVERED THAT CURRENT DATA WAS NOT PROPERLY RECORDED ON THE FORM 20 AND TRANSMITTED TO THE TAPES OR TO SENIOR ENLISTED CONTROL BRANCH. SUCH ASSIGNMENT CHANGES MAY CAUSE HARDSHIP OF VARYING DEGREES ON THE SOLDIER WHO, ON A SHORT FUSE, MAY EVENTUALLY BE APPLIED AGAINST THE REQUIREMENT.

IN ANOTHER TYPE SITUATION WHICH IS MOST EXPENSIVE IN TERMS OF DOLLARS — WE HAVE ASSIGNED SOLDIERS OVERSEAS TO SENSITIVE ASSIGNMENTS ONLY TO HAVE THE GAINING COMMAND REQUEST THE SOLDIER BE REASSIGNED BECAUSE OF INELIGIBILITY FOR A SECURITY CLEARANCE. THIS TYPE OF ACTION RESULTS FROM THE FAILURE OF THE UNIT TO RECORD THE DENIAL OF SECURITY CLEARANCE.

OCCASIONALLY WE ARE EMBARRASSED BY AN ASSIGNMENT ACTION SENDING A SOLDIER OVERSEAS OUT OF TURN OR TO WRONG TOUR AREA. OUR SELECTIONS ARE NORMALLY BASED ON THE POLICY

OF FIRST MAN BACK — FIRST TO GO AND ROTATION BETWEEN LONG AND SHORT TOUR AREAS. OUR SELECTIONS ARE MADE ON THE INFORMATION ENTERED ON THE MORNING REPORT AND TRANSMITTED TO DA AS PERTAINS TO DATE LAST RETURNED FROM OVERSEAS AND THE AREA FROM WHICH RETURNED. IF THE MORNING REPORT ENTRIES ARE INCORRECT, THE CONSEQUENCES ARE CLEAR.

YOU SHOULD ENSURE THAT THE NEED FOR ACCURATE MAINTAINING AND REPORTING OF RECORD INFORMATION IS IMPRESSED ON OUR PEOPLE.

DO YOU HAVE ANY QUESTIONS REGARDING THE SUBJECTS I HAVE DISCUSSED?

(THERE WERE NO QUESTIONS)

I WILL BE FOLLOWED BY LT COLONEL JONES FROM THE OFFICE OF THE DIRECTOR OF MILITARY PERSONNEL, DCSPER.

LT COLONEL JONES — GENTLEMEN, THE PURPOSE OF THIS BRIEFING IS TO DISCUSS STANDARDIZED ENLISTED PROMOTION CRITERIA. THE CURRENT DEPARTMENT OF THE ARMY PROMOTION POLICY FOR ENLISTED PERSONNEL PERMITS TWO CATEGORIES OF SELECTION CRITERIA. ONE CATEGORY IS ESTABLISHED BY DEPARTMENT OF THE ARMY AND THE OTHER IS ESTABLISHED BY THE LOCAL COMMANDER IF HE SO DESIRES. A MAJORITY OF THE LOCAL COMMANDERS DO ESTABLISH ADDITIONAL SELECTION CRITERIA RESULTING IN A WIDE AND UNDERSTANDABLE VARIANCE BETWEEN COMMANDS. IN ORDER TO DEVELOP PROPERLY THE PROFESSIONAL QUALITIES OF THE NONCOMMISSIONED OFFICER CORPS, A SINGLE ARMY-WIDE STANDARD FOR THE PROMOTION OF ENLISTED PERSONNEL IS NEEDED. SUCH A STANDARD WILL --

FIRST, PROVIDE THE ENLISTED MEN WITH A SOUND, RELIABLE SET OF CRITERIA AGAINST WHICH HE CAN TAKE MEASURE AND INITIATE ADDITIONAL STEPS TO IMPROVE HIMSELF PROFESSIONALLY, AND THEREBY ENHANCE HIS PROMOTION OPPORTUNITY.

SECOND, GIVE THE COMMANDER IN THE FIELD AND THE ENTIRE ARMY A FAIR AND EQUITABLE BASIS FOR THE SELECTION AND PROMOTION OF FULLY QUALIFIED ENLISTED PERSONNEL.

CURRENT  
POSSIBLE ADDITIONAL SELECTION CRITERIA

DEMONSTRATED LEADERSHIP ABILITY AND TECHNICAL SKILLS.

TIME IN PAY GRADE.

TIME IN SERVICE.

LOCAL PRACTICAL EXAMINATIONS.

COMPLETION OF NCO SCHOOLS.

ACADEMIC ACHIEVEMENTS.

USE OF OFFICER AND NCO SELECTION BOARDS.

CHART 2

DA GENERAL CRITERIA FOR  
TEMPORARY ENLISTED PROMOTIONS

TIME IN PAY GRADE.

BE IN AN APPOINTABLE STATUS.

BE RECOMMENDED BY UNIT COMMANDER.

HOLD AND BE SERVING IN MOS IN WHICH APPOINTMENTS  
ARE AUTHORIZED.

BE QUALIFIED FOR THE SKILL LEVEL OF HIGHER GRADE.

BE SERVING IN PAY GRADE NEXT BELOW GRADE TO WHICH  
APPOINTMENT IS TO BE MADE.

OCCUPY A POSITION VACANCY OF A HIGHER GRADE.

BE PHYSICALLY QUALIFIED TO PERFORM DUTIES OF THE MOS  
AND GRADE TO WHICH PROMOTION IS TO BE MADE.

AN ALTERNATIVE TO THE STANDARDIZATION OF ENLISTED PROMOTION CRITERIA IS THAT OF CENTRALIZED PROMOTIONS AT DEPARTMENT OF THE ARMY LEVEL. AS WE TOLD YOU LAST YEAR, WE ARE STILL MOVING AHEAD IN OUR STUDY OF A CENTRALIZED SYSTEM. ALTHOUGH THE CONCEPT OF STANDARDIZED ENLISTED PROMOTION CRITERIA IS A LOGICAL FIRST STEP TOWARD CENTRALIZED PROMOTIONS, IT SHOULD BE REALIZED THAT CENTRALIZED PROMOTIONS ARE STILL 3-4 YEARS AWAY BECAUSE OF THE LACK OF ENLISTED EFFICIENCY REPORTS AT THE DEPARTMENT OF THE ARMY.

CHAPTER 7, ARMY REGULATION 600-200, DATED 24 MARCH 1965, CONTAINS THE CURRENT DEPARTMENT OF THE ARMY SELECTION CRITERIA WHICH ARE SHOWN ON THIS CHART —

(CHART 1 ON)

(CHART 1 OFF)

ADDITIONAL SELECTION CRITERIA MAY BE REQUIRED BY THE LOCAL COMMANDER, IF HE SO DESIRES. WHEN SUCH CRITERIA ARE ESTABLISHED, THEY BECOME A PART OF ARMY REGULATION 600-200 WITHIN THE JURISDICTION OF THE COMMANDER WHO ESTABLISHES THEM. SOME OF THE ADDITIONAL CRITERIA SPECIFICALLY AUTHORIZED THE LOCAL COMMANDER ARE SHOWN ON THIS CHART — "TIME IN GRADE" AND "TIME IN SERVICE" SIMPLY MEAN THAT THE LOCAL COMMANDER MAY ESTABLISH ADDITIONAL TIME FOR THOSE TWO ITEMS.

(CHART 2 ON)

(CHART 2 OFF)

THE FOLLOWING CHANGES TO THE CURRENT REGULATIONS ARE UNDER CONSIDERATION. THIS CHART PERTAINS TO AUTHORITY TO PROMOTE

(CHART 3 ON)

AUTHORITY TO PROMOTE (1-2)

PRESENT

1. COMPANY COMMANDER TO  
E-4.
2. BATTALION COMMANDER TO  
E-9.

PROPOSED

1. COMPANY COMMANDER TO  
E-4.
2. BATTALION COMMANDER TO  
E-6.
3. COMMANDER IN GRADE OF  
COLONEL OR HIGHER TO  
E-9.

WAIVABLE CRITERIA

1. MINIMUM TIME IN GRADE.
2. MINIMUM TIME IN SERVICE.
3. PROMOTION QUALIFICATION SCORE.
4. PHYSICAL FITNESS TEST.
5. EDUCATION.

WAIVERS (7-6)

PRESENT

ONE HALF OF THE MINIMUM  
TIME IN GRADE IS WAIVABLE.

PROPOSED

1. THERE ARE FIVE WAIVABLE  
CRITERIA.
2. COMMANDER MAY WAIVE  
ANY TWO OF THE FIVE  
THE FIRST YEAR.
3. COMMANDER MAY WAIVE  
ONLY ONE AFTER THE  
FIRST YEAR.

AT PRESENT THE COMPANY COMMANDER CAN PROMOTE TO THE GRADE OF E-4. THE BATTALION COMMANDER CAN PROMOTE TO THE GRADE OF E-9. IT IS PROPOSED THAT COMPANY COMMANDERS STILL PROMOTE TO E-4. HOWEVER, BATTALION COMMANDERS WILL ONLY PROMOTE TO E-6, WHILE COMMANDERS IN THE GRADE OF COLONEL OR HIGHER WILL PROMOTE TO E-9.

(CHART 3 OFF)

THE NEXT CHART PERTAINS TO WAIVERS —

(CHART 4 ON)

THERE IS ONLY ONE WAIVABLE CRITERION AT PRESENT. THIS ALLOWS UP TO ONE-HALF OF THE MINIMUM TIME IN GRADE TO BE WAIVED. IT IS PROPOSED TO HAVE FIVE WAIVABLE CRITERIA. THE COMMANDER IN THE FIELD MAY WAIVE ANY TWO OF THE FIVE THE FIRST YEAR, BUT HE CAN WAIVE ONLY ONE OF THE FIVE AFTER THE FIRST YEAR.

(CHART 4 OFF)

THIS CHART SHOWS THE FIVE WAIVABLE CRITERIA WHICH WILL BE DISCUSSED IN DETAIL LATER IN THIS BRIEFING.

(CHART 4A ON)

(CHART 4A OFF)

THE NEXT CHART CONCERNS POSITION VACANCY —

(CHART 5 ON)

**PRESENT**

PRESENTLY, AN INDIVIDUAL MUST OCCUPY A POSITION VACANCY IN ORDER TO BE ELIGIBLE FOR PROMOTION.

**PROPOSED**

1. A POSITION VACANCY MUST EXIST IN EACH COMMAND FOR ALL INDIVIDUALS RECOMMEND FOR PROMOTION.

2. UPON PROMOTION TO HIGHER GRADE, THE INDIVIDUAL MUST BE ASSIGNED TO THE POSITION FOR WHICH THE PROMOTION IS MADE. ACTUAL PROMOTIONS ARE DEPENDENT UPON PROMOTION QUOTAS FROM DA.

(CHART 5 OFF)

THE NEXT CHART WILL PRESENT THE MINIMUM TIME IN GRADE

(CHART 6 ON)

PRESENT

PROPOSED

THE CURRENT MINIMUM TIME IN GRADE IS AS FOLLOWS —

TO E-9 16 MONTHS  
 TO E-8 14 MONTHS  
 TO E-7 12 MONTHS  
 TO E-6 10 MONTHS  
 TO E-5 8 MONTHS  
 TO E-4 6 MONTHS

1. IT IS PROPOSED THAT THERE BE NO CHANGE IN THE MINIMUM TIME IN GRADE.

2. ONE-HALF OF THE MINIMUM TIME IN GRADE WOULD BE WAIVABLE.

(CHART 7 ON)

THIS NEXT CHART WILL PRESENT MINIMUM TIME IN SERVICE

PRESENT

PROPOSED

WAIVABLE TO

CURRENTLY, ONLY THE GRADES OF E-2, E-3, E-8 AND E-9 REQUIRE A MINIMUM TIME IN SERVICE.

PRESENT	PROPOSED	WAIVABLE TO
E-9 18 YEARS	18 YEARS	8 YEARS
E-8 15 YEARS	15 YEARS	7 YEARS
E-7 NONE	10 YEARS	5 YEARS
E-6 NONE	5 YEARS	2 YEARS
E-5 NONE	2- ONE HALF YRS	6 MONTHS
E-4 NONE	1- ONE HALF YRS	6 MONTHS
E-3 8 MONTHS	NONE	
E-2 4 MONTHS	NONE	

(CHART 7 OFF)

THE NEXT CHART PERTAINS TO PROMOTION QUALIFICATION  
SCORE COMMONLY CALLED PQS.

(CHART 8 ON)

PRESENT	PROPOSED
NO SCORE REQUIRED BY DEPARTMENT OF THE ARMY.	1. MUST OBTAIN PQS OF 110 OR HIGHER.
	2. WAIVABLE FOR SCORES RANG-- ING FROM 70 TO 109.

(CHART 8 OFF)

THIS CHART PERTAINS TO PHYSICAL QUALIFICATIONS

(CHART 9 ON)

**PRESENT**

**PROPOSED**

THE PRESENT REGULATION MERELY STATES THAT ENLISTED MEN MUST BE PHYSICALLY QUALIFIED TO PERFORM DUTIES IN THE MOS AND GRADE TO WHICH PROMOTED.

1. IT IS PROPOSED THAT ALL INDIVIDUALS PASS THE PHYSICAL FITNESS TEST FOR PROMOTION TO GRADE E-5 OR HIGHER.
2. THIS REQUIREMENT WOULD BE WAIVABLE.

(CHART 9 OFF)

THIS NEXT CHART PERTAINS TO EDUCATION

(CHART 10 ON)

**PRESENT**

**PROPOSED**

AT PRESENT, THERE ARE NO EDUCATIONAL REQUIREMENTS.

1. FOR PROMOTION FROM E-4 TO E-5, AN 8TH GRADE OR GED EQUIVALENT BE REQUIRED.
2. FOR PROMOTIONS ABOVE THE GRADE OF E-5, A HIGH SCHOOL DIPLOMA OR GED EQUIVALENT.
3. THIS REQUIREMENT WOULD ALSO BE WAIVABLE.

(CHART 10 OFF)

THIS NEXT CHART PERTAINS TO SECURITY CLEARANCES —

(CHART 11 ON)

**PRESENT**

**PROPOSED**

AT PRESENT, THERE ARE NO SECURITY CLEARANCE REQUIREMENTS.

1. IT IS PROPOSED THAT THE APPROPRIATE CLEARANCE FOR THE MOS OR POSITION BE REQUIRED.

2. A SECRET OR HIGHER CLEARANCE OR A NATIONAL AGENCY CHECK WOULD BE REQUIRED FOR PROMOTION TO GRADES E-7, E-8 OR E-9.
3. THIS REQUIREMENT IS NOT WAIVABLE.

(CHART 11 OFF)

THIS CHART DEALS WITH THE SELECTION BOARD REQUIREMENTS WHICH REALLY BECOME THE HEART OF THE SYSTEM.

(CHART 12 ON)

PRESENT

PROPOSED

SELECTION BOARD —

1. REQUIRED FOR E-8's AND E-9s.

1. BOARDS OF OFFICERS AND NONCOMMISSIONED OFFICERS WILL BE APPOINTED TO RECOMMEND PERSONNEL FOR PROMOTION TO PAY GRADES E-5 E-9. THESE BOARDS MAY BE UTILIZED FOR SELECTION FOR PROMOTION TO PAY GRADE E-4.

(CHART 12 OFF)

(CHART 13 ON)

PROPOSED

2. BOARDS WILL BE FURNISHED COMPLETE MILITARY PERSONNEL FILES, RECOMMENDATIONS, EVALUATIONS, AND ALL PERTINENT INFORMATION, I.E., SOLDIER OF THE MONTH, BEST MESS, BEST SUPPLY AWARDS, ETC, ON EACH CANDIDATE.

3. COMMANDER'S EVALUATION REPORT (DA FORM 2166), OR ITS REPLACEMENT, TO INCLUDE A NARRATIVE DESCRIPTION EVALUATION IN THE REMARKS SECTION, WILL BE COMPLETED AND

FURNISHED TO THE SELECTION BOARD FOR EACH INDIVIDUAL BEING CONSIDERED FOR PROMOTION.

4. IF FEASIBLE, A CANDIDATE WILL BE INTERVIEWED BY THE BOARD.

(CHART 13 OFF)

(CHART 14 ON)

5. EVALUATION DATA ON RECOMMENDATIONS CITED ABOVE WILL BE FORWARDED WITH MILITARY PERSONNEL RECORDS FOR INDIVIDUALS WHO HAVE BEEN RECOMMENDED FOR PROMOTION BY A SELECTION BOARD BUT DEPART A COMMAND ON PERMANENT CHANGE OF STATION ORDERS PRIOR TO PROMOTION. IN CASES WHERE A COMMANDER CONSIDERS AN INDIVIDUAL OUTSTANDING, COPIES OF AFOREMENTIONED EVALUATION DATA AND RECOMMENDATIONS MAY BE AIRMAILED TO THE GAINING COMMANDER IN ORDER FOR THE INDIVIDUAL TO RECEIVE IMMEDIATE CONSIDERATION.

6. FOLLOWING BOARD DELIBERATIONS AND THE PROMOTION AUTHORITY'S APPROVAL, A LIST OF THE INDIVIDUALS RECOMMENDED FOR PROMOTION, IN THE ORDER THEY ARE TO BE PROMOTED, WILL BE PUBLISHED. THE PROMOTION AUTHORITY MAY REMOVE PERSONNEL FROM THE RECOMMENDED LIST FOR CAUSE AT ANY TIME.

(CHART 14 OFF)

(CHART 15 ON)

7. FINALLY, ON SELECTION BOARDS, BOARDS WILL BE CONVENED WITH SUCH FREQUENCY AS TO INSURE THAT ALL ELIGIBLE PERSONNEL RECEIVE EQUITABLE CONSIDERATION FOR PROMOTION. NEWLY ASSIGNED PERSONNEL WHO HAVE BEEN PREVIOUSLY SELECTED WILL BE APPROPRIATELY PLACED ON THE PROMOTION LIST BY THE PROMOTION AUTHORITY AND THE BOARD WHEN HE ARRIVES IN HIS NEW ORGANIZATION. LET ME DIGRESS HERE A MINUTE AND EXPLAIN WHAT WE MEAN.

## SUMMARY OF

### STANDARDIZATION OF ENLISTED PROMOTION CRITERIA CONT'D

#### PRESENT POLICY

2. CURRENT ELIGIBILITY AND SELECTION CRITERIA REQUIRED BY DA INCLUDE:

- a. SELECTION BOARDS FOR E-8 AND E-9.
- b. TIME IN PAY GRADE.
- c. UNIT COMMANDER'S RECOMMENDATION.
- d. SERVING MOS STATUS.
- e. APPOINTABLE STATUS.
- f. QUALIFICATION IN MOS.
- g. SERVING IN PAY GRADE NEXT BELOW THAT REQUIRED FOR POSITION.
- h. OCCUPANCY OF POSITION VACANCY.

#### PROPOSED POLICY

2. ELIGIBILITY AND SELECTION CRITERIA (7-16). ADDITIONAL CRITERIA, PREVIOUSLY LEFT TO THE DISCRETION OF THE LOCAL COMMANDER WILL NOW BECOME STANDARD FOR ALL PERSONNEL. THESE CRITERIA INCLUDE:

- a. TIME ON ACTIVE DUTY.
- b. PROMOTION QUALIFICATION SCORE.
- c. PASS PHYSICAL TRAINING TEST.
- d. EDUCATION.
- e. SELECTION BOARDS FOR E-5 THROUGH E-9.
- f. SECURITY CLEARANCE.

## SUMMARY OF

### STANDARDIZATION OF ENLISTED PROMOTION CRITERIA

#### PRESENT POLICY

1. CURRENT POLICY ALLOWS  
COMPANY COMMANDERS TO  
PROMOTE TO GRADES E-3  
AND E-4 AND BATTALION  
COMMANDERS TO PROMOTE  
TO E-9.

#### PROPOSED POLICY

1. AUTHORITY TO PROMOTE (7-2).  
PROPOSED POLICY DIVIDES  
THE PROMOTION AUTHORITY  
INTO THREE CATEGORIES:  
a. COMPANY COMMANDERS TO  
GRADES E-3 AND E-4.  
b. BATTALION COMMANDERS  
CAN PROMOTE TO GRADE E-6.  
c. A COMMANDER IN THE  
GRADE OF COLONEL OR  
HIGHER CAN PROMOTE TO  
GRADE E-9.

WE ARE NOT HERE AT THIS TIME TO ASCERTAIN WHETHER OR NOT HE IS ELIGIBLE FOR A PROMOTION. THIS HAS BEEN DETERMINED. THE ONLY ACTION THAT THE NEW BOARD TAKES IS TO DETERMINE HIS LOCATION OR POSITION ON THE RECOMMENDED LIST. I WANT TO MAKE THAT POINT CLEAR.

HERE IN SUMMARY ARE THE PROPOSED CHANGES FOR THE STANDARDIZATION OF ENLISTED PROMOTION CRITERIA — (THIS IS TO BE IN THREE CHARTS. I WILL ALLOW YOU SUFFICIENT TIME TO READ THEM)

(CHARTS 16 — 18 SHOWN AT THIS TIME)

GENTLEMEN, THERE IT IS. STANDARDIZED PROMOTION CRITERIA, WHICH IF APPROVED, SHOULD PROVIDE ALL ENLISTED PERSONNEL, WORLD-WIDE, THE OPPORTUNITY TO COMPETE FOR PROMOTIONS ON AN EQUAL BASIS.

THIS COMPLETES MY BRIEFING. ARE THERE ANY QUESTIONS?

SMAJ HOLLOMAN — I AM SMAJ HOLLOMAN FROM COMBAT DEVELOPMENTS COMMAND. I NOTICE IN YOUR REMARKS ON THE COMMANDERS' EVALUATION REPORT THIS IS ONE OF THE FORMS THAT YOU ARE GOING TO FURNISH TO THE PROMOTION BOARD, OR A SUBSTITUTE FORM, I BELIEVE YOU SAID.

WHY NOT MAKE IT ALL UNIFORM?

COL JONES — LET ME ANSWER YOUR QUESTION BY SAYING THIS — THE REASON THE WORDS OR THE PHRASE "OR ITS SUBSTITUTE", THE PRESENT REPORT, I BELIEVE, IS UNDER REVISION SO THE WORD OR PHRASE "OR A SUBSTITUTE" WAS REALLY STUCK IN TO COVER THE NEW FORM WHICH WILL BE FORTHCOMING, I HOPE, AND WHICH WILL BE UNIFORM FOR ALL COMMANDS WORLDWIDE.

DOES THAT ANSWER YOUR QUESTION?

SMAJ HOLLOMAN — YES SIR. THAT ANSWERS THAT QUESTION. I HAVE ONE MORE.

SUMMARY OF  
STANDARDIZATION OF ENLISTED PROMOTION CRITERIA

PRESENT POLICY

3. CURRENTLY LOCAL COMMANDERS MAY WAIVE UP TO 1/2 OF THE REQUIRED TIME IN GRADE. OTHER WAIVABLE CRITERIA HAS JUST BEEN PROPOSED.

PROPOSED POLICY

3 WAIVER AUTHORITY (7-6). PROPOSED POLICY WILL ALLOW THE PROMOTION AUTHORITY TO WAIVE NOT MORE THAN TWO OF THE PRESCRIBED WAIVABLE REQUIREMENTS DURING THE FIRST YEAR FOLLOWING IMPLEMENTATION AND ONLY ONE REQUIREMENT THEREAFTER. THIS GIVES THOSE PERSONNEL WHO FAIL TO MEET THE PROPOSED CRITERIA ONE YEAR IN WHICH TO IMPROVE THEMSELVES.



YOU INDICATED THAT WITHIN A PERIOD OF ONE YEAR COMMANDERS MAY GRANT TWO WAIVERS. AFTER A PERIOD OF ONE YEAR THEY MAY GRANT ONE WAIVER.

COL JONES — THAT IS CORRECT.

SMAJ HOLLOMAN — WHY NOT START WITH THE ONE-WAIVER BUSINESS TO BEGIN WITH? THEN WE WON'T HAVE ANY ARGUMENTS OR DISCUSSION AT THE PERIOD OF A YEAR. IT IS CUT AND DRIED WHEN YOU START IT.

COL JONES — THE REASON WE ARE ALLOWING A PERIOD OF ONE YEAR IS TO ALLOW THOSE INDIVIDUALS WHO ARE PERHAPS SHORT, EDUCATION-WISE, PQS-WISE OR OTHERWISE, AN OPPORTUNITY TO IMPROVE THEMSELVES BEFORE WE CLAMP ON THE ONE-WAIVER GROUP.

A QUESTION DOWN HERE?

SMAJ DANGLE - SMAJ DANGLE, 8TH US ARMY — YOU HAVE GIVEN US A MASS OF MOST INTERESTING DATA. IS IT NOW YOUR INTENTION, SIR, TO SEND THESE NEW POLICIES TO THE FIELD WHERE ALL SERGEANTS MAJOR PRESENTLY ON DUTY MAY GIVE THEM FULL CONSIDERATION AND SUBMIT THROUGH CHANNELS THEIR OWN PROPOSALS?

COL JONES — THANK YOU VERY MUCH SERGEANT MAJOR. THAT HAS BEEN DONE. AS A MATTER OF FACT, A DRAFT COPY OF CHAPTER 7 WAS SENT TO ALL MAJOR COMMANDS ON THE 8TH OF OCTOBER. I AM NOW AWAITING THEIR REPLY.

SMAJ (CONARC) — SIR, YOU MENTIONED THE WAIVERABLE U. S. SCORE OF 110. DOES THIS APPLY ONLY TO THOSE PERSONNEL WHO ARE RATED BY CER'S AND POSSIBLY WOULD NOT HAVE A PQS?

COL JONES — THE QUESTION HAS BEEN RAISED AS TO WHAT HAPPENS TO THOSE INDIVIDUALS HOLDING CERTAIN MOS'S WHERE ONLY THE CER IS DOUBLED, I BELIEVE, TO ARRIVE AT A SCORE BECAUSE NO MOS EVALUATION TEST HAS BEEN WRITTEN FOR THEM. I REALIZE THAT THE PQS OF 110 MAY BE A LITTLE RIGID BECAUSE IT

SKIMS OFF THE TOP ONE--THIRD IN ANY GIVEN MOS GROUPING. THIS IS ONE OF OUR MORE CONTROVERSIAL AREAS. WE ARE NOT SAYING THAT IT HAS TO BE 110 AND WE ARE OPEN FOR ANY SUGGESTION THAT YOU MAY HAVE TO REMEDY IT OR IMPROVE UPON IT.

SMAJ (SCCPAC)---TWO QUESTIONS SIR. ONE, YOU MENTIONED THAT THERE IS A PROPOSAL TO CONSIDER PROMOTION ELIGIBILITY AND PROMOTION VACANCIES ON A COMMAND--WIDE BASIS. NOW STRATEGIC COMMUNICATIONS COMMAND--PACIFIC, RUNS FROM HONOLULU TO HAWAII TO BANGKOK TO THAILAND AND FROM CLARK AIR FORCE BASE IN THE PHILIPPINES TO SEOUL, KOREA. NOW, IF WE GO INTO THIS TYPE OF PROGRAM AND THIS GETS APPROVED THIS IS GOING TO CREATE IMMEDIATE PROBLEMS FOR THOSE OF US WHO HAVE COMMANDS THAT STRETCH AS MUCH AS MY COMMAND DOES. BECAUSE, FIRST OF ALL WE ARE GOING TO GET INTO THE ITT PROBLEM. WE MAY HAVE A MAN AND, IN FACT, WE HAVE ONE WHO IS CURRENTLY QUALIFIED IN HAWAII. THE VACANCY MAY BE IN TAIWAN, FOR EXAMPLE, OR IT MAY BE IN BANGKOK AND THIS MAN IS IN HAWAII ACCOMPANIED BY DEPENDENTS. THIS IS GOING TO CREATE TWO PROBLEMS FOR US--ONE, WHO WILL HAVE THE AUTHORITY TO APPROVE ITTs IN THIS CASE? AND, IF WE DO THIS, IF WE GO INTO THIS PROGRAM AND WE CANNOT APPROVE ITTs WITHIN OUR OWN COMMANDS, THIS IS GOING TO CREATE AN IMMEDIATE MORALE PROBLEM BECAUSE HERE YOU ARE GOING TO HAVE A SENIOR GRADE NCO WHO IS QUALIFIED FOR A VACANCY SOMEWHERE ELSE IN THE COMMAND AND DA, FOR EXAMPLE, AS THE CURRENT POLICY IS, WILL NOT LET US TRANSFER HIM. IN THIS CASE WE MAY LOSE A VACANCY AND WE MAY LOSE A QUOTA.

SECONDLY, ON BEHALF OF THE 250 MEN AT STRATEGIC COMMUNICATIONS COMMAND, PACIFIC IN GRADES 7, 8 AND 9, AND ASSUMING THAT THIS AN OPEN DISCUSSION AND I WON'T BE RELIEVED WITH THE COMMENT I AM ABOUT TO MAKE, WE FEEL THAT WHILE THIS REGULATION IS A STEP IN THE RIGHT DIRECTION, IT IS A POOR SUBSTITUTE FOR WHAT IS REQUIRED. WE FEEL THAT IF THE DEPARTMENT OF THE ARMY HAD TAKEN A POSITIVE APPROACH TO THE STRIPE CHANGE SOME FIVE OR SIX YEARS AGO WE WOULDN'T BE IN THE CHAOS WE ARE TODAY WITH THE STRIPES.

WE ALSO FEEL THAT THE ANSWER THAT THE DEPARTMENT OF THE ARMY NOW HAS THE TOOLS AVAILABLE TO IT TO GO IMMEDIATELY INTO A CENTRALIZED APPOINTMENT SYSTEM FOR AT LEAST 7s, 8s AND 9s, IF NOBODY ELSE.

WE WOULD LIKE TO GO ON RECORD BY SAYING THAT WE THINK THAT DA SHOULD TAKE A HARD LOOK AT THIS NOW BECAUSE WE REALIZE THAT WITH LEAD TIME TO GET IT INTO EFFECT THAT MAYBE MANY OF US IN THIS ROOM THIS MORNING WILL NEVER SEE IT GO INTO EFFECT DURING OUR LENGTH OF SERVICE, THAT THIS IS SOMETHING THAT THE UNITED STATES ARMY NEEDS TODAY, NOT NEXT WEEK, NOT NEXT YEAR.

THANK YOU.

(APPLAUSE)

COL JONES—FIRST, THANK YOU FOR YOUR FRANK AND HONEST OPINION. THIS IS EXACTLY WHAT WE WANT. TO ANSWER YOUR QUESTION, FIRST, ON CENTRALIZED PROMOTIONS, AS I SAID EARLIER, WE NEED ENLISTED EFFICIENCY REPORTS. NOW THIS POSES PROBLEMS HERE IN DA. WE NEED PERSONNEL TO PROCESS THEM. WE NEED SPACE TO STORE THEM. I AM NOT OFFERING THIS AS AN EXCUSE BUT MERELY POINTING OUT THAT FIRST THINGS MUST COME FIRST. THEN WE MUST ACCRUE SEVERAL YEARS OF THESE REPORTS BEFORE WE CAN ADEQUATELY MEASURE AN INDIVIDUAL ON A PIECE OF PAPER BECAUSE ALL WE WILL HAVE AT THAT TIME WILL BE YOUR RECORD.

NOW, IF CENTRALIZED PROMOTIONS ARE EFFECTED I SUSPECT THAT THEY WILL COME IN DEGREES, STARTING WITH THE E-9s AND WORKING DOWN.

NOW TO ANSWER YOUR OTHER QUESTION, I BELIEVE THAT YOUR COMMAND HAS SUBMITTED A REQUEST ABOUT SIX TO EIGHT WEEKS AGO ASKING ABOUT POSITION VACANCIES, ITTs, ETC. YOU RECEIVED AN ANSWER. I THINK I RECALL CONCURRING IN AND SEEING YOUR ANSWER. AT THAT TIME YOU DESIRED TO MOVE AN

INDIVIDUAL INTO THE POSITION VACANCY PRIOR TO PROMOTING HIM. NOW WITH OUR SLIGHT CHANGE HERE YOU MAY CONSIDER AN INDIVIDUAL WITHOUT HIM OCCUPYING A POSITION VACANCY. I THINK THAT POINT IS QUITE CLEAR NOW. IF THE INDIVIDUAL IS SELECTED BY THE SELECTION BOARD AND HE GOES ON THE RECOMMENDED LIST AND YOU GET A QUOTA FROM DA AND THE INDIVIDUAL IS PROMOTED THEN AND ONLY THEN CAN WE REALLY WORRY ABOUT PUTTING HIM INTO A POSITION VACANCY FOR WHICH THE PROMOTION IS MADE. THEN YOU WILL COME INTO OPO ASKING FOR AN ITT. IF YOU CAN'T ADJUST IT INTRANSIT, OPO, IN TURN, WILL COME UP TO DCSPER AND WE WILL TAKE IT FROM THERE.

NOW I REALIZE THAT THIS ISN'T A FOOL PROOF ANSWER, BUT IT IS THE ONLY ONE WE HAVE AT THIS TIME.

DOES THAT ANSWER YOUR QUESTION IN PART?

SMAJ (SCCPAC) - - YES SIR.

COL JONES—THANK YOU.

SMAJ TRAINING (JOINT CHIEFS OF STAFF)—SERGEANT MAJOR TRAINING SIR, FROM THE JOINT CHIEFS OF STAFF. I HAVE A VERY IMPORTANT QUESTION HERE. THE RECOMMENDED LIST IS FINE. WE HAVE ALL BEEN THROUGH THIS BEFORE, I THINK, AND LET'S SAY OR ASSUME THAT WE HAVE A RECOMMENDED LIST AND THE TOP MAN IS ON THE LIST. HOW DO YOU GET THESE COMMANDERS TO ACCEPT THE TOP MAN ON THE LIST? THEY HAVE A MAN WHO HAS BEEN IN THE JOB FOR THREE YEARS. THE COMMANDER WILL NOT ACCEPT ANOTHER MAN. I AM FACED WITH THIS DAILY. I AM SURE MOST OF THE COMMANDS ARE.

COL JONES— TO ANSWER YOUR QUESTION, I DON'T BELIEVE THAT THE COMMANDER HAS ANY CHOICE BUT TO ACCEPT THE MAN. AFTER ALL, I REALIZE HE DOESN'T HAVE TO PUT THE MAN IN THE POSITION VACANCY, BUT THE FACT REMAINS THAT IF THE PROMOTION AUTHORITIES ON THE BOARD SELECT THIS INDIVIDUAL AND HE GOES ON THE RECOMMENDED LIST AND HE IS AT THE TOP OF THE LIST AND WE GET A QUOTA FROM DA, AS FAR AS WE ARE CONCERNED HERE, THAT GENTLEMEN WILL BE PROMOTED.

SMAJ TRAINING---ONE MORE QUESTION, SIR. ARE YOU SAYING THAT YOU CAN TAKE THE POSITION AWAY FROM THE COMMANDER OR THE DIVISION -- TAKE IT AWAY AND GIVE IT TO THE INDIVIDUAL, A SECTION, A DIVISION OR WHATEVER YOU WANT TO CALL IT, AND GIVE THE PROMOTION TO THE PROMOTION TO THE SENIOR MAN?

COL JONES --- NO, I AM NOT. HERE IS YOUR PREDICAMENT. HERE IS A COMMANDER, BATTALION COMMANDER, SAY, WITH AN E-8 SERVING IN AN E-9 SLOT. AS FAR AS HE IS CONCERNED THAT IS HIS MAN. HE IS THE GREATEST IN THE UNITED STATES ARMY. HE WANTS TO SEE HIM PROMOTED, BUT SOME OTHER GUY IS SELECTED AHEAD OF THIS GUY. THEREIN LIES THE PROBLEM.

WELL, THE ONLY ANSWER I CAN GIVE YOU NOW IS THE WAY WE ENVISION IT HERE, WE ARE NOT TRYING TO DICTATE TO THE COMMANDER IN THE FIELD, BUT WE ARE TRYING TO SET UP A FAIR, EQUITABLE BASIS WHEREIN WHEN THE NUMBER ONE MAN COMES UP AND A QUOTA IS RECEIVED FROM DA, THAT THAT INDIVIDUAL IS PROMOTED AND HE HAS TO MOVE INTO THE POSITION FOR WHICH THE PROMOTION IS MADE

NOW WE HOPE THE SYSTEM WILL WORK AND I CAN'T ARGUE ANY INTERNAL RAMIFICATIONS AT THIS POINT.

I HOPE THAT, IN PART, ANSWERS YOUR QUESTION. WE ENVISION HERE THAT IT WILL WORK AND WE WOULD LIKE TO GIVE IT A TRY IF APPROVED.

SMAJ POE---FORT KNOX. UNDER YOUR CURRENT REGULATIONS, SIR, YOU ALLOW A BLOOD STRIPE FOR E-7s AND BELOW. YOU PRECLUDE THIS FOR E-8s AND E-9s AND THAT WAY WE'D GET A FEW EXTRA ALLOCATIONS.

THEN ANOTHER SUBJECT IN THIS SAME AREA, THIS 2166, OR A COMPARABLE FORM, IF I NOMINATE A MAN FOR PROMOTION, I AM GOING TO BE SURE THAT THAT 2166 SAYS HE IS 100 PERCENT JUST LIKE OVER A PERIOD OF TIME YOU HAVE TO REVISE YOUR OFFICER EFFICIENCY REPORTS EVERYBODY GETS TO BE PERFECT. THIS IS EXACTLY WHAT IS GOING TO HAPPEN TO

TO THE ENLISTED PROMOTION SYSTEM AND I DON'T THINK THE 2166, ESPECIALLY ON A BRIGADE OR DIVISION LEVEL OR ANYTHING OF THIS NATURE WOULD SERVE ANY USEFUL PURPOSE. THANK YOU.

COL JONES LET ME ASK YOU A QUESTION. ARE YOU TALKING NOW ABOUT CENTRALIZED PROMOTIONS OR THE PROPOSED STANDARDIZED ENLISTED PROMOTION CRITERIA, SIR?

SMAJ POE - I AM SPEAKING OF BOTH. NOW, IF I AM GOING TO PREPARE A 2166 ON ANY MAN IN MY UNIT AND I REALIZE FIRST THIS 2166 IS GOING TO BE USED TO PROMOTE HIM, I AM GOING TO BE SURE HE IS NOT GOING TO BE HURT ON THAT FORM - HE IS MY MAN, I AM GOING TO TAKE CARE OF HIM AND IT DOESN'T MATTER WHAT LEVEL THE BOARD IS. I DON'T REALLY GRASP WHERE THIS 2166 IS GOING TO DO A WHOLE OF A LOT OF GOOD UNLESS YOU ARE GOING TO GO TO STANDARDIZED PROMOTION AT DA LEVEL, THEN YOU'LL COME UP WITH A, LIKE WE HAD BACK IN THE '40s, WITH THE CAREER PROGRAM, WE HAD OUR EFFICIENCY REPORTS. AFTER A PERIOD OF FIVE YEARS THEN YOU HAVE A PICTURE OF THE MAN, BUT IF YOU ARE GOING TO GO JUST WITH THE 2166 FOR A NARRATIVE DESCRIPTION TO PROMOTE THIS MAN I FEEL YOU MAY BE JUST ASKING FOR A LOT OF FLAMBUOYANCY.

COL JONES—I COULDN'T AGREE WITH YOU MORE AND LET ME CALL UPON MY OPO CONTEMPORARIES TO FIND OUT WHAT THE LATEST ON DA FORM 2166 IS.

MAJOR MEESE—SIR, MAJOR MEESE FROM ENLISTED PERSONNEL DIRECTORATE, OPO. WE HAVE NOW THE STUDY ON THE REVISION TO THE COMMANDERS EVALUATION REPORT, DA FORM 2166, WHICH IS BEING CONDUCTED BY COLONEL MAIELLO'S SHOP HERE. I WOULD RATHER TURN THIS OVER TO COLONEL MAIELLO.

LT COL MAIELLO — I AM COLONEL MAIELLO FROM OPO. WE HAVE JUST COMPLETED A STATISTICAL EVALUATION OF THE COMMANDERS' EVALUATION REPORT AND AN APPRAISAL OF THE NECESSARY CHANGES. THE STATISTICAL ANALYSIS INDICATES THAT THE COMMANDERS' EVALUATION REPORT, AT LEAST THE 12

FACTORS PORTION OF IT, IS WORKING VERY WELL AND WE ARE GETTING AN EXCELLENT SPREAD AND AN EXCELLENT CURVE ON THE EVALUATION OF OUR ENLISTED PERSONNEL. WE DON'T ENVISION A CHANGE IN THE FACTOR THERE WILL BE SOME MINOR CHANGES IN THE REMARK SECTION AND THE EXTENSION OF THE COVERAGE SINCE WE ARE PLANNING TO REPLACE THE LOGISTICS NCO EVALUATION FORM AND THE MILITARY ATTACHES EVALUATION FORM. THAT IS THE STATUS OF THE SITUATION RIGHT NOW.

COL JONES---THANK YOU, AND MAY I CONCLUDE ON THAT PARTICULAR QUESTION BY SAYING THIS. WE CERTAINLY DO NOT FEEL THAT 2166 IS THE ANSWER. IN FACT, THAT IS WHY I MENTIONED IN MY BRIEFING "OR ITS REPLACEMENT, "---BECAUSE I KNEW A REVISION WAS UNDERWAY ANY OTHER QUESTIONS?

SMAJ ECKRIDGE (7TH ARMY AND USAREUR)---SIR, SGT MAJOR ECKRIDGE FROM 7TH ARMY AND ALSO REPRESENTING USAREUR. YOU SENT TO THE FIELD ON THE 8TH OF OCTOBER THIS PROPOSED CHANGE OF 600-200. WE RECEIVED IT IN USAREUR ON THE 16TH I DO BELIEVE YOU HAVE A SUSPENSE DATE OF THE 26TH BACK HERE IF I AM NOT MISTAKEN. NOW, RIGHT HERE IN THIS ROOM ONE SERGEANT MAJOR GOT UP --- HE IS FROM A MAJOR COMMAND--- AND HE HAS NOT RECEIVED THIS YET. I HAVE A SERGEANT MAJOR WITH ME FROM COMZ WHICH IS ALSO UNDER USAREUR THEY DID NOT RECEIVE IT BUT I LET HIM READ MINE ON THE AIRCRAFT COMING OVER. I DO BELIEVE IF WE ARE GOING TO SEND THESE TO THE FIELD AND GIVE US A CHANCE TO LOOK AT THEM AND MAKE REMARKS, WHETHER YOU TAKE THEM OR NOT, THAT WE SHOULD GET SUFFICIENT TIME TO DO THIS. NOW, IN USAREUR YOUR ANSWER IS ON THE WAY BACK - IT WAS FIXED UP THE DAY I LEFT. THERE WERE ONLY SEVEN SERGEANTS MAJOR FROM ALL USAREUR IN ON THE READING OF THIS AND TRYING TO GIVE YOU ANSWERS OR OUR THOUGHTS ON THIS PIECE OF PAPER. WE DID NOT HAVE SUFFICIENT TIME TO SEND IT AROUND.

I RECOMMEND ON THIS ONE THAT WE GET AN EXTENSION BACK TO THE FIELD AND GIVE A WIDER TIME ON IT AND ANY COMING LATER. THANK YOU SIR.

COL JONES---A VERY GOOD POINT AND MAY I SAY NOW THAT YOU ARE GRANTED AN EXTENSION. PLEASE SEND US AN

INTERIM REPORT TO LET US KNOW THAT YOU HAVE AT LEAST RECEIVED IT AND YOU ARE TAKING ACTION ON IT.

I BELIEVE THE INITIAL COVER SHEET READ THAT YOU WERE TO BE PREPARED, IF AT ALL POSSIBLE, TO DISCUSS IT HERE. IF NOT, TO SEND US A REPORT LATER. I DON'T RECALL THE SUSPENSE DATE THAT WE PLACED UPON YOU. IF WE DID GIVE YOU A SHORT SUSPENSE DATE AND IF YOU NEED MORE TIME FEEL FREE TO TAKE IT, BUT DON'T MAKE IT TOO LONG BECAUSE OUR TENTATIVE SUSPENSE DATE TO THE CHIEF OF STAFF IS THE 10TH OF DECEMBER, AND I WOULD LIKE TO LIVE WITH THAT

DOES THAT ANSWER YOUR QUESTION?

(SMAJ NODS AFFIRMATIVELY FROM THE FLOOR)

SMAJ SWARTZ (4TH ARMY)--SIR, I AM SERGEANT MAJOR SWARTZ FROM THE 4TH ARMY. BEFORE THIS MEETING IS BROUGHT TO A CLOSE AND FROM THE TIME PIECES EVERYONE IS LOOKING AT IT IS JUST ABOUT THERE, I HAVE TWO RECOMMENDATIONS TO MAKE AND I THINK THEY ARE IMPORTANT. ONE, I NOTICED IN THE BROCHURE THAT I HAVE JUST RECEIVED SOMEONE MENTIONED THE NEED OF AN ARMY SERGEANT MAJOR AND I THINK THAT IS MOST DESIRABLE. WE HAVE A CONARC SERGEANT MAJOR. WE HAVE AN AREA SERGEANT MAJOR, AND YET WE HAVE NO INFORMAL CHAIN OF COMMUNICATION. THESE GENTLEMEN SITTING HERE, EVERY ONE OF THEM, HAVE RECOMMENDATIONS THEY WOULD LIKE TO SET FORTH BEFORE THIS CONFERENCE. THE CONFERENCE IS LIMITED TO TWO HOURS AND AN HOUR AND TEN MINUTES OR MORE IS TAKEN UP BY BRIEFINGS, LEAVING ABOUT 45 OR 50 MINUTES FOR THE RECOMMENDATIONS THAT SOME OF THESE PEOPLE WHOM THEY REPRESENT HAVE BEEN WAITING FOR THIS OPPORTUNITY

I DON'T THINK IT REQUIRES VERY MUCH TO ASK GENERAL JOHNSON TO HAVE HIS SERGEANT MAJOR REPRESENT THE SERGEANT MAJORS THROUGHOUT THE MAJOR COMMANDS AND, IN ESSENCE, HE WOULD ACT AS THE ARMY SERGEANT MAJOR OR HAVE ONE DESIGNATED AND PUBLISHED AS AN ARMY SERGEANT - AS THE UNITED STATES ARMY SERGEANT MAJOR SIMILAR TO THAT OF THE MARINE CORPS.

WHAT THAT WOULD DO, IN THE RECOMMENDATIONS THAT WE ACCUMULATE OR RUN INTO BY DISCUSSING WITH THE SUBORDINATE SERGEANTS, RATHER THAN WAITING FOR AN AUSA CONFERENCE AND, IN SOME CASES, BE ABLE TO BRING THEM UP AND DISCUSS THEM AND IN MOST CASES NOT BE ABLE BECAUSE OF THE TIME ELEMENT, IF WE COULD WRITE OR HAVE AN INFORMAL CHAIN OF COMMUNICATION WITH AN ARMY SERGEANT MAJOR WHO WOULD CONSCIENTIOUSLY REVIEW THE RECOMMENDATIONS THAT ARE MADE AND HAVE THE FULL SUPPORT OF THE DA STAFF TO BASE A REPLY, THAT IN THE INTERIM BETWEEN THESE MEETINGS THERE WOULD BE SOME SATISFACTION AND PERHAPS A LOT WOULD BE GAINED. WE HAVE HAD YEARS AND YEARS OF EXPERIENCE, BOTH PEACETIME AND WAR, IN BASIC TRAINING AND COMBAT TRAINING. I THINK THAT MOST OF THE RECOMMENDATIONS ARE CONSTRUCTIVE BECAUSE WE ARE ADULTS BY THE STRIPES ON OUR SLEEVES.

THE OTHER RECOMMENDATION I WOULD LIKE TO MAKE AND WOULD LIKE THE SUPPORT OF THE POWERS THAT BE IS THAT WE HAVE AN ANNUAL SERGEANTS MAJOR CONFERENCE OF AT LEAST ONE DAY'S DURATION IN CONJUNCTION WITH THE ARMY COMMANDERS' CONFERENCE RATHER THAN HAVING THE DISTRACTIONS OF THE EVENTS TAKING PLACE FOR THE NEXT FEW DAYS. I BELIEVE IT IS MOST IMPORTANT THAT WE SIT DOWN AND DISCUSS THE PROBLEMS RATHER THAN JUST TAKING POT SHOTS AT THEM AND SIT DOWN AND SOMEONE ELSE DIVERT FROM IT BY EITHER ADDING TO OR CONFLICTING WITH IT. WE CAN FORWARD A PROPOSED PRESENTATION TO AN ARMY SERGEANT MAJOR, WE CAN PREPARE AN AGENDA FOR, SAY, A MORNING OF THAT DAY AND THE AFTERNOON OF THAT SAME DAY HAVE A FULL DISCUSSION OR, IF NECESSARY, THE FOLLOWING DAY. TRANSPORTATION WOULD BE OF NO COST BECAUSE OUR COMMANDERS WOULD BE COMING TO WASHINGTON AND I AM CERTAIN THAT THE PENTAGON CAN HOUSE THEM. THANK YOU, SIR.

COL JONES: THANK YOU. MAY I ASK YOU TO HOLD THOSE TWO TOPICS UNTIL WE GET INTO OUR OPEN DISCUSSION PERIOD WHICH WILL FOLLOW SHORTLY. I THANK YOU VERY KINDLY AND INCIDENTALLY DURING THE OPEN DISCUSSION WE WILL CONTINUE TO ANSWER QUESTIONS ON THE STANDARDIZED ENLISTED PROMOTIONS AND CRITERIA. THANK YOU.

MAJ GRIFFIN—I AM GOING TO THROW A LITTLE RINGER IN THE AGENDA HERE. I AM RECALLING THE NUMBER OF YEARS SUCH A CONFERENCE AS THIS HAS NOT BEEN POSSIBLE. WE HAVE HEARD THE ARMY THANK AUSA AND WE HAVE HEARD THE AUSA, BUT I WOULD LIKE TO GO ON RECORD HERE AND NOW FOR THE SENIOR NON-COMMISSIONED OFFICER CORPS AS EXPRESSING OUR APPRECIATION TO THE DEPARTMENT OF THE ARMY, PARTICULARLY THE DEPUTY CHIEF OF STAFF FOR PERSONNEL AND AUSA FOR GIVING US THIS OPPORTUNITY.

I CAN DO THAT NOW. I'M AT FT RUCKER.

WHEN WE BEGIN OUR OPEN DISCUSSION I WOULD LIKE TO ASK THIS MORNING THAT FIRST WE GET TO THE MAJOR UNIT SERGEANTS MAJOR, THAT IS, THE PARTICULAR OVERSEAS COMMANDS AND THE CONUS COMMANDS FIRST. THEREFORE, WE WILL MAKE SURE THAT WE GET THOSE WHO HAVE PREPARED PRESENTATIONS LIKE HARRY SWARTZ AND WE WILL MAKE SURE TO GET TO HIM.

I HAVE SEVERAL ADMINISTRATIVE ANNOUNCEMENTS TO MAKE NOW WHILE WE ARE GETTING SET UP FOR THE PANEL.

CONCERNING THE INSERTS WHICH YOU HAVE WITH YOUR HANDOUT WHEN WE CAME IN — FIRST YOU HAVE A FORM WHICH HAS A SUBJECT AND THE PROBLEM ON IT. DOWN AT THE BOTTOM OF THIS LARGE PAGE YOU HAVE AN AREA FOR YOU TO INDICATE ANY FURTHER REMARKS OR SUGGESTIONS WHICH ARE NOT EITHER INCLUDED IN THE BROCHURE OR HAS NOT BEEN PRESENTED FROM THE FLOOR THIS MORNING. THE DA STAFF WILL THEN TAKE YOUR REMARKS WHICH YOU HAVE INDICATED ON THIS PIECE OF PAPER. THEY WILL STAFF IT, YOUR ANSWER WILL BE INCLUDED IN THE TRANSCRIPT OF THIS PROGRAM THIS MORNING. AT THE BOTTOM OF THAT SAME PAGE WE WOULD LIKE TO HAVE YOUR REMARKS THERE CONCERNING ANY ITEM WHICH YOU CONSIDER OF INTEREST TO THE INDIVIDUAL SOLDIER OF WHICH YOU THINK HAS NOT BEEN PROPERLY BRIEFED AT THE DEPARTMENT OF ARMY LEVEL. ANY PARTICULAR SUBJECTS WHICH YOU THINK THE DEPARTMENT OF THE ARMY MAY DEAL WITH SUCH AS PUBLICATIONS, ARMY INFORMATION DIGEST, THE ARMY PERSONNEL LETTER, OR SOMETHING OF THIS NATURE HAS NOT EXPLAINED A PARTICULAR SUBJECT. SO FEEL FREE TO USE THAT LOWER PORTION OF THE PAGE FOR THAT.

YOU HAVE ALSO BEEN GIVEN A SMALL GUM STICKER WHICH IS OVERPRINTED WITH THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL. THE PURPOSE OF THIS IS FOR YOU TO INDICATE YOUR NAME, RANK, UNIT, ORGANIZATION AND YOUR ZIP CODE. PLEASE PRINT LEGIBLY YOUR MAILING ADDRESS AND YOU WILL PERSONALLY RECEIVE A COPY OF THIS TRANSCRIPT THIS IS IMPORTANT. IF YOU COMPLETE THIS GUM LABEL, DROP IT INTO THE RECEPTACLE AS YOU GO OUT AT THE TOP OF THE STAIRS. THIS WILL BE THE MEANS FOR YOU TO RECEIVE YOUR PERSONAL COPY OF THE TRANSCRIPT.

LT COL MCKENZIE, WHO IS FROM THE OFFICE OF THE CHIEF FOR INFORMATION HAS A COPY OF A NEW PROPOSED ARMY MAGAZINE WHICH HAS BEEN DESIGNED FOR THE INDIVIDUAL SOLDIER. THEY SEEM TO THINK THAT THE MAGAZINES WHICH WE HAVE NOW ARE POSSIBLY AT A LITTLE HIGHER LEVEL AND IT IS NOT WELL UNDERSTOOD AND THERE ARE THINGS THAT SHOULD BE PRESENTED TO THEM WHICH THEY ARE GOING TO USE THIS MAGAZINE FOR. SO HE HAS A DUMMY COPY OF IT. PLEASE TAKE A LOOK AT IT WHEN YOU GO OUT. HE WILL BE IN THE OUTER LOBBY, AND LET HIM HAVE YOUR COMMENTS, PARTICULARLY IF ANY OF YOU ARE SERGEANTS MAJOR PRESENTLY IN THAT FIELD.

AS A REMINDER, THE LUNCHEON AND THE RECEPTION WILL BE RIGHT IN THIS ROOM AT ELEVEN THIRTY. WHEN WE START THE OPEN DISCUSSION, WHICH WILL BE IN JUST A SECOND, WE WILL HAVE THREE ROVING MICROPHONES. THEY WILL BE USED JUST THE SAME AS A FEW MINUTES AGO. BE SURE AND WAIT FOR IT AND TRY TO TALK DISTINCTLY SO THAT WE MAY GET ALL OF THE TRANSCRIPT AND INCIDENTALLY WE HAVE A VERY GOOD FRIEND WITH US THIS MORNING WHEN YOU START TALKING. MR. MONTY BOURJAILY, JR. OF THE ARMY TIMES, MY GOOD FRIEND, IS OVER HERE SOME PLACE. WHERE ARE YOU MONTY? HERE HE IS RIGHT HERE (ACKNOWLEDGES THE INTRODUCTION BY STANDING) MONTY IS A GOOD FRIEND OF OURS.

NOW, WE WILL GO INTO THE OPEN DISCUSSION. GEN WOOLNOUGH NOW WILL ENTERTAIN YOUR COMMENTS. HE, OF COURSE, WILL BE SUPPORTED BY A PANEL OF HIS DIRECTORS.

GENERAL WOOLNOUGH— SIR ..

GENERAL WOOLNOUGH—WHILE THE OFFICERS ARE COMING UP, I WOULD LIKE TO INTERJECT A COUPLE OF THOUGHTS RIGHT AT THE BEGINNING BROUGHT UP BY THE QUESTIONS AT THE END OF THE LAST PERIOD.

FIRST, I AM AFRAID THAT I DIDN'T PUT ENOUGH THRUST IN MY LITTLE TALK TO YOU TO INDICATE THAT THE LAST POINT BROUGHT UP WAS EXACTLY WHAT I HAVE IN MIND. IT HAS BEEN APPROVED BY THE CHIEF OF STAFF.

ONCE A YEAR IS NOT OFTEN ENOUGH TO GET THE OPINIONS OF YOU GENTLEMEN, I RECOGNIZE THIS, AND WE HOPE IN THIS CONFERENCE TO BUILD A FOUNDATION THAT YOU WOULD HAVE A CHANNEL OF INFORMAL COMMUNICATION WITH THE DA STAFF. IT IS NOT JUST ON THE PROMOTION POLICY THAT WE ARE GOING TO SEEK YOUR ADVICE, WE ARE GOING TO SEEK IT CONTINUALLY THROUGHOUT THE YEAR. I AM GOING TO RE—ESTABLISH IN DCSPER A SERGEANT MAJOR WHO WILL INITIALLY AT LEAST BE YOUR POINT OF CONTACT. I WANT YOUR VIEWS. THAT IS WHY I TOOK GREAT TROUBLE TO EXPLAIN TO YOU THAT WE ARE NOT PASSING THE POWER FOR DECISION, OF COURSE, ANY MORE THAN I AM, BUT YOU ARE AN EXTENSION OF THE DA STAFF AND WE ARE GOING TO EXPECT YOU TO POINT OUT WHERE WE HAVE OVERLOOKED POINTS THAT ARE IMPORTANT.

SO WITH REFERENCE TO THE LAST POINT WHICH WAS RAISED, I ASSURE YOU THAT WE HAVE THIS UNDER WAY NOW.

ONE OTHER THING I WOULD LIKE TO JUST MENTION BEFORE I BACK OFF AND TURN MOST OF YOUR QUESTIONS OVER TO THE EXPERTS WHO ARE HERE WITH ME, SINCE AS YOU MAY KNOW I HAVE ONLY BEEN IN THIS JOB A LITTLE OVER TWO MONTHS, AND HAVE NO PRETENSION OF BEING AN EXPERT, BUT THE BIG QUESTION THAT CAME FROM OVER IN THIS PART OF THE ROOM WAS "HOW CAN YOU BE SURE THAT THE 'OLD MAN' ISN'T GOING TO PROMOTE HIS MAN AND DO YOU MEAN TO TAKE AWAY COMMANDER'S PREROGATIVE?"

NOW THESE ARE REALLY UNANSWERABLE QUESTIONS IN ONE SENSE AND THAT IS, OF COURSE, THE COMMANDER MUST HAVE THIS RIGHT AND IF HE WANTS TO HE CAN DELETE 25 NAMES FROM THE TOP OF THIS LIST TO GET TO HIS MAN BUT CAN YOU IMAGINE A COMMANDER DOING THAT, GENTLEMEN? HAVE YOU EVER SERVED UNDER ONE LIKE THAT? ON THIS ONE I AM SPEECHLESS. (LAUGHTER) BUT THIS IS THE WHOLE CRUX. THIS IS THE WAY THAT YOUR OFFICER PROMOTIONS ARE HANDLED IN THE ARMY—YOU TAKE THE LOAD OFF THE COMMANDER. ANY SENIOR COMMANDER THAT I KNOW, MAY ON OCCASION DELETE A NAME OR TWO AND HE PROBABLY HAS A GOOD REASON FOR IT, BUT GENERALLY SPEAKING HE IS GOING TO ACCEPT THE BOARD RECOMMENDATIONS JUST AS THE CHIEF OF STAFF AND THE SECRETARY ACCEPT THE CENTRALIZED PROMOTIONS OF OFFICERS, AND THE OTHER THING THAT LED INTO THAT IS HOW DO YOU AVOID — ANOTHER POINT RAISED — THE COMMANDERS SUBMITTING STRAIGHT MAX ON THE EFFICIENCY REPORT OF THE SOLDIER OR OFFICER BEING CONSIDERED? THERE IS NO DIFFERENCE AND THE ANSWER IS "YOU DON'T". WE SEE THAT IN THE OFFICER REPORTS, AND IT IS GOING TO BE EVEN WORSE WHEN YOU GET CENTRALIZED PROMOTIONS BECAUSE HERE YOU HAVE ONLY THE RECORD TO LOOK AT AND IF THE WHOLE ARMY RATES EVERYBODY TOP THEN THE RECORD MEANS NOTHING. THIS IS WHY WE HAVE TO CHANGE THE OFFICER'S EFFICIENCY REPORT SO OFTEN BECAUSE PRETTY SOON, HUMAN NATURE BEING WHAT IT IS, THE REPORTS ALL BECOME OVER-INFLATED AND THE MORE SENIOR, BOTH IN OFFICERS AND ENLISTED, THE MORE THIS IS TRUE.

SO, WE CERTAINLY WILL ANTICIPATE RECEIVING THE ANSWERS TO THAT QUESTION FROM YOU GENTLEMEN. IF YOU'VE GOT IT WE WELCOME IT.

NOW, IF WE CAN TAKE THE QUESTIONS, SERGEANT MAJOR GRIFFIN.

SMAJ GRIFFIN—DO WE HAVE THE CONARC SERGEANT MAJOR HERE?

DO YOU HAVE ANY COMMENTS, SERGEANT CASTILE?

SMAJ CASTILE (HEADQUARTERS, CONARC)—I HAVE ONE RECOMMENDATION THAT GOES ALONG WITH SMAJOR SWARTZ, 4TH ARMY. A PRELIMINARY COMMITTEE MEETING OF DA OVERSEAS COMMANDS AND MAJOR FIELD COMMAND SERGEANT MAJORS SHOULD PRECEDE THE ANNUAL CONFERENCE. HERE THE ARMY COULD BE ASCERTAINED AND EVALUATED IN AN ORGANIZED FASHION FOR PRESENTATION TO THE BODY OF SERGEANTS MAJOR ATTENDING THE ANNUAL CONFERENCE. SUCH A PRELIMINARY MEETING SHOULD PRECEDE — SHOULD PRODUCE SUPERIOR RESULTS AND INSURE THE COORDINATION OF COMMAND POSITIONS. RECOMMEND SUCH PRELIMINARY MEETING OF AT LEAST ONE AND A HALF DAYS DURATION BE HELD PRIOR TO THE NEXT YEAR'S SERGEANTS MAJOR CONFERENCE.

GEN WOOLNOUGH—I THINK ON A RECOMMENDATION OF THAT NATURE I SHOULD NOT TALK OFF THE TOP OF MY HEAD BUT I THINK AGAIN IT IS CERTAINLY ALONG THE LINES I HAVE JUST DISCUSSED AND OUR DESIRE TO PUT YOU GENTLEMEN MORE INTO THE PICTURE AND WE WILL CERTAINLY WORK ON THIS RECOMMENDATION.

SMAJ GRIFFIN—WHEN YOU SPEAK, SPEAK JUST A LITTLE SLOWER INTO THE MICROPHONE. YOU ARE BEING TAPED. WE ARE ALSO TAKING TRANSCRIPTS OF YOUR PRESENTATIONS.

IS THE USAREUR SERGEANT MAJOR HERE? DO YOU HAVE ANY COMMENTS?

SMAJ ECK RIDGE (7TH ARMY)—SMAJ ECKRIDGE FROM THE 7TH ARMY ALSO REPRESENTING USAREUR. THEIR SERGEANT MAJOR COULD NOT COME. THE ONE BIG QUESTION WE IN USAREUR HAVE AND THE 7TH ARMY TROOPS AND USAREUR TROOPS IS ON OUR CANCELLATION OF EXTENSIONS OF OVERSEAS TOURS. NOW THEY COME OUT AND SAY THEY WOULD BE CANCELLED UNLESS THERE WERE EXTENUATING CIRCUMSTANCES AND THEY ALSO SAID THAT THE EXTENSIONS THAT WERE ALREADY APPROVED AND IN THE STACK WOULD BE REVIEWED AT THE DEPARTMENT OF ARMY LEVEL. THIS LEAVES MANY, MANY PEOPLE IN DOUBT AS TO WHAT

IS GOING TO HAPPEN TO THEM. MOST OF US KNOW IT IS HARD, OR ALMOST IMPOSSIBLE FOR THE DEPARTMENT OF THE ARMY TO PREVIEW ALL THE EXTENSIONS WE HAVE OVER THERE. WE HAVE A LOT OF PEOPLE THAT ARE IN DOUBT AT THIS TIME. IF DA COULD MAKE THIS PLAIN THAT THEY MEANT FOR THE UNIT COMMANDERS WHO GRANTED THE EXTENSIONS TO REVIEW THEM, IT WOULD COME FROM THERE, IT WOULD HELP A LOT. THANK YOU.

GEN IZENOUR (DM)—IT IS OUR PROPOSAL THAT THE INDIVIDUAL BE GIVEN AS MUCH NOTICE AS WE POSSIBLY CAN IF HE IS MOVED AND THE EXTENSION IS TERMINATED. HOWEVER, THIS REQUIREMENT CAME ABOUT BECAUSE OF OTHER REQUIREMENTS IN OTHER OVERSEAS AREAS OF WHICH I BELIEVE YOU ARE WELL AWARE. SO, WE HAD TO PUT THIS PARTICULAR POLICY INTO EFFECT. AND, AS I HAVE SAID, WE WILL GIVE THE INDIVIDUAL JUST AS MUCH CONSIDERATION AS POSSIBLE, AND WHERE HARDSHIP IS INVOLVED THE EXTENSION MAY WELL BE CONTINUED BASED UPON THE RECOMMENDATION OF THE LOCAL COMMANDER. DOES THAT ANSWER YOUR QUESTION?

SMAJ ECK RIDGE —YES SIR.

SMAJ GRIFFIN—FOR THE RECORD, THAT WAS GENERAL IZENOUR, DIRECTOR OF MANPOWER.

1ST ARMY SERGEANT MAJOR? DO YOU HAVE A PRESENTATION?

SMAJ (1ST ARMY)—THE COMMENTS AND RECOMMENDATIONS OF 1ST UNITED STATES ARMY HAVE BEEN ANSWERED AT THIS CONFERENCE. THANK YOU VERY MUCH.

SMAJ GRIFFIN—2D ARMY?

SMAJ 2D ARMY—NO COMMENTS—2D ARMY.

SMAJ GRIFFIN—SERGEANT MAJOR BELL, 3D ARMY, YOU HAVE A COMMENT, DON'T YOU?

SMAJ BELL (3D ARMY)—DUE TO THE BUILDUP OF THE AIRBORNE UNITS AND THE VOLUNTEER PROGRAM OF PERSONNEL COMING INTO OUR AIRBORNE UNITS FOR TRAINING, WE FIND THAT IT IS NECESSARY TO PROPOSE A UNIFORM NAME STRIP

FOR THE 107 UNIFORM AND 108 UNIFORM AND ALSO THE FIELD JACKET AS WE BELIEVE THAT THIS WILL SAVE CONSIDERABLE TIME AND MONEY TO THE INDIVIDUAL. WHEN THEY REACH OUR AIRBORNE UNITS IT IS NECESSARY FOR THEM TO CHANGE THOSE NAME STRIPS IN ORDER TO HAVE A UNIFORM NAME STRIP ON ALL OF THE UNIFORMS, THAT IS ALL I HAVE, THANK YOU.

GEN SEEDLOCK—THAT'S A VERY FINE SUGGESTION, SERGEANT, AND I WISH YOU WOULD GIVE US MORE OF THE DETAILS YOU HAVE IN MIND TO TURN OVER TO OUR PEOPLE WHO WORK ON THE UNIFORM AND THE ASSOCIATED AUXILIARY PORTIONS OF IT. THANK YOU VERY MUCH.

SMAJ GRIFFIN—SWARTZ, YOU CAN SOUND OFF NOW—4TH ARMY?

SMAJ SWARTZ (4TH ARMY)—I'D LIKE TO MENTION AGAIN AT THIS CONFERENCE ONE ITEM I MENTIONED LAST YEAR BECAUSE ACTUALLY LITTLE HAS BEEN DONE, AND IT FALLS IN THE SURGEON'S HANDS. I WOULD LIKE TO SEE SOMETHING DONE TO EASE THE RESTRICTIONS ON THE DENTAL CARE FOR DEPENDENTS. ALONG WITH OUR RECENT RAISE IN PAY THE LOCAL DENTISTS HAVE GAINED BY IT, WE HAVE TO USE IT ON THE ECONOMY, AND I THINK THAT SUCH SMALL THINGS AS MINOR TREATMENT, CLEANING AND EXAMINATION COULD BE DONE AT THE LOCAL DISPENSARY, RATHER THAN AT THE DENTIST AROUND THE CORNER WHERE HE CHARGES TEN OR FIFTEEN DOLLARS A VISIT. I THINK AT THE LAST CONFERENCE THE GENTLEMAN ON THE PLATFORM MENTIONED THAT AROUND THE FIRST OF JANUARY THERE WAS A BILL OR SOME DISCUSSION UNDER HAND AT THAT TIME THAT THE DENTAL TREATMENT FOR DEPENDENTS WOULD BE CONSIDERED AND TO DATE NOTHING HAS HAPPENED AND I REALIZE THAT THERE IS A CRITICAL SHORTAGE IN DENTAL OFFICERS, LIKEWISE IT LEAVES THE RESPONDENT CRITICALLY SHORT FINANCIALLY.

ANOTHER ITEM I WOULD LIKE TO MENTION IS THE MISUSE OR ABUSE OF ARTICLE 15 AT THE LOWER COMMANDS OR AT SOME OF THE COMMANDS AT ANY RATE. IT SEEMS THAT WE HAVE TWO OR THREE BOYS WHO ARE CONSTANTLY INVOLVED WITH ARTICLE 15 BECAUSE OF THEIR LACK OF KNOWLEDGE OF THE USE OF ARTICLE 15 IT IS LEVIED AGAINST THEM WHEN THE COMMANDING

OFFICER ASKS THE GENTLEMAN IF HE WANTS THE RIGHT TO APPEAL HE FEELS LIKE HE IS CHALLENGING THE COMMANDING OFFICER SO HE STANDS FROZEN AND ACCEPTS ARTICLE 15 WHERE THERE COULD BE ANOTHER OUT.

THE SERGEANT MAJOR A FEW MINUTES AGO MENTIONED SOME THING RESPECTING UNIFORMS. WHERE WE ARE LOCATED VERY, VERY OFTEN WE HAVE TEMPERATURE DEGREES THAT EXCEED 90 AND SOME OF OUR PEOPLE WORK INSIDE ARMORED TANKS, PERSONNEL CARRIERS, AND THEIR FATIGUE JACKETS HAVE LONG SLEEVES.

IS THERE ANY REASON WHY WE CAN'T USE AN ABBREVIATED FATIGUE JACKET IN GARRISON? OUT IN THE FIELD WE COULD GO BACK INTO THE LONG SLEEVES. THE HEAT RASH COULD PUT A MAN ON LOSS OF DUTY TIME FOR AN EXTENDED PERIOD IF IT IS SERIOUS AND IF OUTSIDE OF A TANK IT'S 90 DEGREES, INSIDE OF THE TANK ITS PROBABLY 110 OR 115, AND I HAVE SEEN HEAT RASH FROM THE FOREARM TO THE PIT. IF THAT GENTLEMAN COULD HAVE TAKEN THAT FATIGUE JACKET OFF, AND IN MOST CASES THEY DO IN VIOLATION OF THE REGULATION, AND IF WE CAN WEAR AN ABBREVIATED KHAKI AND AN ABBREVIATED TW, I SEE NO REASON WHY, IN GARRISON, THEY CANNOT WEAR AN ABBREVIATED FATIGUE. THAT'S ALL I HAD, GENTLEMEN.

GEN SEEDLOCK—WELL, SERGEANT, I KNOW WHAT YOU MEAN ABOUT DENTAL CARE. I HAVE GONE THROUGH TWO ORTHODONSTRY OPERATIONS IN OUR FAMILY. ALL I CAN SAY IS THAT WE WILL CONTINUE TO PUSH AS HARD AS WE CAN WITHIN OUR INSTITUTIONAL RESTRAINTS AND I THINK YOU KNOW WHAT WE MEAN BY THAT.

AND THE SECOND THING IS THAT WE WILL CERTAINLY TAKE THAT VERY IMPORTANT RECOMMENDATION ON THE UNIFORM UNDER CONSIDERATION AND I WISH YOU WOULD GIVE IT TO US IN DETAIL. THANK YOU.

GEN WOOLNOUGH—I WOULD LIKE TO ASK THE NAME OF THAT DENTIST YOU GET BY FOR FIFTEEN BUCKS (LAUGHTER—APPLAUSE).

SMAJ GRIFFIN—5TH ARMY?

SMAJ GERRITY (5TH ARMY)—I WOULD LIKE TO ECHO SERGEANT SWARTZ' COMMENTS. OUR RECOMMENDATION ON DENTAL CARE WAS WHY CANNOT IT GO INTO MEDICARE WHERE AT LEAST ALL WE WOULD HAVE TO PUT OUT WOULD BE \$ 25.00 ON THE DENTAL. BECAUSE HE BROUGHT THE PROBLEM UP FIRST, ALL I HAVE TO SAY IS THAT I THINK ON BEHALF OF 5TH ARMY WE WOULD LIKE TO EXPRESS OUR APPRECIATION FOR THE INTEREST AND THE SINCERE DEDICATION THAT GENERAL WOOLNOUGH HAS SHOWN AND I CERTAINLY WAS IMPRESSED BY GENERAL BEVERLY'S QUARTERLY NEWSLETTER WHICH GIVES NCO'S A CHANCE TO AIR THEIR COMMENTS AND RECOMMENDATIONS. THANK YOU.

SMAJ GRIFFIN—6TH ARMY?

SMAJ—6TH ARMY— GEN WOOLNOUGH, 6TH ARMY WILL COMMENT ON THE PROPOSED CHANGE, THE 600—200 PROMOTION PART, IN WRITING AT A LATER DATE.

I WOULD LIKE RIGHT NOW TO ADDRESS MYSELF TO THE CIVILIAN SUBSTITUTABILITY PROGRAM BEING IMPLEMENTED EARLY NEXT YEAR, PARTICULARLY DRAWING ATTENTION TO THE FACT THAT WHEN YOU EVALUATE ENLISTED POSITIONS I THINK WE ARE TALKING PRETTY MUCH IN THE AREA OF BLUE COLLAR WAGE BOARD AND WAGE BOARD SUPERVISOR AREAS WHICH POINTS TOWARD OUR LOWER ENLISTED GRADES. WHEN WE REPLACE THIS MAN WE REPLACE HIM ON THE JOB AND THIS, I THINK, IS UNDERSTOOD, BUT I DON'T FEEL THAT DA GUIDANCE FOR THIS SUBSTITUTION TAKES INTO CONSIDERATION THE FACT THAT WE ARE GOING TO LOSE THIS MAN IN THE AREA OF ADDITIONAL DETAILS. OUR GARRISON ISNT GOING TO SHRINK ANY. THE REQUIREMENTS TO SUPPORT THAT GARRISON OUTSIDE THE MAN'S NORMAL 8 HOURS PERFORMANCE OF DUTY — KP, 2 TO 4 MAN HOURS FOR TRAINING -- IS GOING TO HAVE A DEVASTATING IMPACT ON OUR GARRISON TO PERFORM THEIR CURRENT SUPPORT MISSIONS. OUR STRIKE UNITS, AND OUR STRAF AND OUR D-1 UNITS ARE ALREADY CALLING PRETTY

HEAVILY ON US, AS YOU KNOW, AND SO I WOULD SUGGEST THAT SOME THOUGHT BE GIVEN TO NOT ONLY JUST REPLACING THE MAN ON AN 8-HOUR BASIS BUT THE ACTUAL MAN-DAYS OR MAN-HOURS HE PUTS IN AND GETS PAID FOR BEYOND THOSE 8 HOURS.

OF COURSE WE SUPPORT THE REQUIREMENT FOR DENTAL ASSISTANCE FOR OUR MILITARY DEPENDENTS. THIS HAS BEEN A STONE IN OUR GARDEN FOR YEARS AND WE ARE HOPING WE CAN GET SOME RELIEF THROUGH A SIMILAR MEDICARE OR A BROADENED AUTHORIZATION FOR USE OF OUR DISPENSARIES.

IN THE AREA OF SENIOR NCO 7, 8, 9 REQUISITIONS, WE ARE EXPERIENCING A CONSIDERABLE DIFFICULTY IN THE AREA OF CANCELLATIONS. THE CYCLING, THE SIX MONTH FORECASTS ON ORDERS AND THEN A DELAYED DELETION AND BACK TO THE CYCLE AGAIN LEAVES US WITHOUT KEY PEOPLE, SENIOR NCOs, SERGEANTS MAJOR, 1ST SERGEANTS PARTICULARLY DOWN AT FORT ORD, OR USA PAC. WE FEEL THAT THERE SHOULD BE SOME PROVISION FOR EMERGENCY TYPE REQUISITIONS OR SOME AUTOMATIC FILL ON THE BASIS OF A DIVERSION DIRECTED BY DA OR BY OPO.

THAT IS ALL I HAVE, GENTLEMEN, EXCEPT WE CERTAINLY DO SUPPORT THE CONFERENCE AND AUSA AND THANK YOU VERY MUCH.

GEN WOOLNOUGH—BEFORE TURNING THE MIKE OVER TO GENERAL BEVERLY TO ANSWER YOUR SECOND QUESTION, I WOULD LIKE TO TELL YOU AS I MENTIONED IN MY TALK AT THE BEGINNING THAT THIS CIVILIAN SUBSTITUTABILITY STUDY IS A TERRIFICALLY COMPLICATED ONE. I APPRECIATE THE ADDITIONAL POINTS YOU BROUGHT UP. I COULD NAME SEVERAL MORE THAT ALSO WE ARE IN BUT, AS I SAID, I CAN GIVE YOU NO DEFINITE INFORMATION AT THIS TIME EXCEPT THAT WE ARE REALLY HAVING AN EXHAUSTIVE STUDY ON THIS AND WE ARE RUNNING INTO MANY, MANY PROBLEM AREAS. WITH THE REDUCTION HAVING BEEN ORDERED WE ARE GOING TO HAVE TO FIND A WAY AROUND IT. I RECOGNIZE WHAT YOU HAVE BROUGHT UP, I AM GLAD YOU DID BRING THEM UP, AND WE WILL GIVE THEM EVERY CONSIDERATION. GENERAL BEVERLY?

GEN BEVERLY—I APPRECIATE YOUR COMMENT ON THE REQUISITIONING. WE WILL CERTAINLY LOOK INTO IT FURTHER. WE HOPED THE CHANGE WE MADE IN AUGUST WOULD HELP THIS PROBLEM. EMERGENCY REQUISITIONS MAY BE SUBMITTED AT ANY TIME. WE ARE DOING OUR DARNDDEST TO SET UP THIS REQUISITIONING SYSTEM SO THAT THERE WILL BE EQUALITY TIED IN WITH THE PROMOTION SYSTEM, BUT WE WILL CERTAINLY LOOK INTO IT FURTHER.

SMAJ GRIFFIN—MDW??

SMAJ MDW— NO COMMENT, SIR.

SMAJ GRIFFIN—7TH ARMY? ARE YOU ALL FINISHED? DO YOU HAVE ANOTHER ONE? ALL RIGHT.

SMAJ ECKRIDGE (7TH ARMY)—THIS ONE COVERS THE TRAVEL METHOD OF PERSONNEL COMING TO THIS CONFERENCE.

I THINK IF THE ARMY IS GOING TO HAVE A MEETING OF THE SERGEANTS MAJOR FROM THE COMMANDS THAT THEY SHOULD PROVIDE SOME WAY FOR PEOPLE GETTING HERE FROM THE OVERSEAS COMMANDS WITHOUT HITCHHIKING. I DID A LOT OF HITCHHIKING WHEN I WAS YOUNG, I DON'T MIND IT NOW, BUT IT'S PRETTY BAD THAT AFTER I GET HERE I HAVE TO BEG OFF THE AUSA OR PAY IT OUT OF MY POCKET AND I DON'T THINK DA WANTS ME TO PAY FOR IT, BUT I DO THINK THAT SOMETHING SHOULD BE DONE IN THE YEARS COMING IF THEY ARE GOING TO CONTINUE TO HAVE THESE FOR THE PEOPLE OVERSEAS. SOME PROVISION SHOULD BE MADE TO GET THEM HERE AND GET THEM BACK WITHOUT SITTING AROUND AT MCGUIRE AND SO FORTH FOR THREE OR FOUR DAYS OR MAYBE A WEEK. UNLESS THEY DO SOMETHING FOR ME NOW GOING BACK I WILL BE IN MCGUIRE FOR A COUPLE OF WEEKS OR SO. THEY TOLD ME THAT THEY HAD PEOPLE SITTING THERE SINCE THE 5TH OF THE MONTH WAITING FOR A PLANE. THAT'S ALL SIR.

(APPLAUSE)

SMAJ GRIFFIN— GEN WOOLNOUGH JUST SHOOK HIS HEAD AT ME ON THAT ONE. WELL, JUST LET ME GIVE YOU A QUICK BACKGROUND BRIEFING HERE ON THIS CONFERENCE.

THE ONLY WAY WE WERE ABLE TO SET UP AND CONDUCT THIS CONFERENCE WAS VIRTUALLY BY TAKING ADVANTAGE OF YOU PEOPLE ATTENDING THE AUSA MEETING. TRUE THIS IS A SERGEANTS MAJOR CONFERENCE AND IS BEING SUPPORTED BY THE DEPARTMENT OF THE ARMY, BUT THEY COULD NOT GO OUT TO THE FIELD AND BRING YOU PEOPLE IN ON PCS FUNDS OR EXCUSE ME, TDY FUNDS, AND USE DEPARTMENT OF THE ARMY FUNDS FOR IT WHEN YOU ARE ATTENDING A CIVILIAN ORGANIZATION MEETING, DOES THAT CLEAR THE AIR AN/?

(AUDIENCE INDICATED NEGATIVELY)

SMAJ GRIFFIN—WELL, WE HAVE ONE ALTERNATIVE, WHEN WE SET THE CONFERENCE UP IT WAS EITHER TO HAVE THE CONFERENCE, TAKE ADVANTAGE OF THE SERGEANTS MAJOR ATTENDING THE MEETING, OR NOT HAVE THE CONFERENCE. SO THIS IS THE WAY IT HAD TO BE DONE. I'M SURE—I HITCHHIKED UP MYSELF SO—

GEN WOOLNOUGH—WE CAN'T GIVE YOU AN IMMEDIATE ANSWER, AS YOU PROBABLY HAVE DEDUCED. HOWEVER, WE WILL CONTINUE TO WORK ON MEANS, PERHAPS PUTTING TWO THINGS TOGETHER MIGHT PROVIDE A MEANS FOR OFFICIAL TRAVEL. WE WILL CERTAINLY TAKE IT UNDER ADVISEMENT, CONSIDERATION OR WHAT HAVE YOU TO SEE IF WE CAN'T WORK OUT A BETTER WAY FOR NEXT YEAR.

SMAJ GRIFFIN—8TH ARMY?

SMAJ NANGLE—SERGEANT MAJOR NANGLE, FROM THE INFORMATION OFFICE, 8TH UNITED STATES ARMY.

I AM NOT A DELEGATE TO THE CONVENTION OF THE ASSOCIATION OF THE UNITED STATES ARMY. I AM HERE AT THIS CONFERENCE AS A SERGEANT MAJOR VITALLY INTERESTED IN ALL MATTERS CONCERNING THE UNITED STATES ARMY.

I TRUST I AM NOT FLOGGING A DEAD HORSE WHEN I GO BACK TO THE QUESTION OF TRANSPORTATION. IT IS IMPORTANT. SO FAR I HAVE PAID BY CHECK \$650.00 FOR MY RETURN TICKET TO SEOUL, KOREA. I AM ABLE TO DO THIS — WE HAVE NO CHILDREN, WE HAVE NO ORTHODONTIST.

I AM VERY PLEASED TO BE PRESENT HERE THIS MORNING AT THIS CONFERENCE. I AM DISTRESSED THAT I HAD NO PRIOR KNOWLEDGE WHATSOEVER IN ANY WAY, SHAPE OR FORM WHATSOEVER OF WHAT THIS MEETING WOULD TOUCH UPON.

COLONEL FRAZIER SAID HE SENT OUT THE PROPOSALS ON THE 8TH OF OCTOBER. IN SOEUL, KOREA, I LIVE IN DUKE HALL. I LIVE WITH 34 OTHER SERGEANTS MAJOR INCLUDING THE G-1 PERSONNEL SERGEANT MAJOR. I HAD DAILY CONFERENCES WITH SERGEANT MAJOR O'NEILL AND ALSO SERGEANT MAJOR ABE, THE 8TH ARMY SERGEANT MAJOR AND AT NO TIME UNTIL THE DATE OF MY DEPARTURE WAS ANY MENTION MADE THAT THEY HAD RECEIVED ANY WORD FROM DEPARTMENT OF THE ARMY REGARDING THE SUBJECTS TO BE BROACHED HERE TODAY.

FURTHER, WE HAD NO AGENDA OF WHAT THIS MEETING WOULD TOUCH UPON. IT BECAME SO AWFULLY DIFFICULT, GENTLEMEN, TO TRY TO SPEAK INTELLIGENTLY UPON THE SUBJECTS PRESENTED HERE WITH THE MASS OF DATA PRESENTED HERE JUST OFF THE TOP OF YOUR HEAD, AD LIB, JUST LIKE THAT. IT IS NOT, I REALLY BELIEVE, POSSIBLE TO DO THAT IN AN INTELLIGENT WAY. IT REQUIRES TIME, STUDY, DEEP CONSIDERATION BECAUSE THE MATTERS AFFECT THE ENTIRE CAREERS OF MEN IN THE ARMY.

I WOULD LIKE TO SUGGEST THAT DOCUMENTS LIKE THIS BE MADE AVAILABLE TO ALL SERGEANTS MAJOR OF THE UNITED STATES ARMY, AND THAT AN AGENDA OF THIS CONFERENCE BE SENT OUT TO ALL SERGEANTS MAJOR IN GOOD TIME TO GIVE CONSIDERATION. IF THIS CONFERENCE IS OF SUFFICIENT IMPORTANCE, THEN WHY NOT PUT IT ON THE — A ALLOCATION? I KNOW SEVERAL MEN BACK IN KOREA WHO WOULD BE FAR BETTER WITH THIS MICROPHONE IN THEIR HAND THAN AM I. YET THEY DID NOT HAVE THE \$ 700.00 TO PUT DOWN AND THEY DID NOT FEEL LIKE SITTING AT TEMPLE AIR BASE FOR DAYS UPON DAYS UPON DAYS.

THANK YOU FOR YOUR KIND INDULGENCE.

GEN WOOLNOUGH—THERE USED TO BE A CHIEF OF STAFF, UNITED STATES ARMY, THAT HAD ON HIS DESK A SIGN "THE BUCK STOPS HERE."

(LAUGHTER—APPLAUSE)

END OF MY STATEMENT. IN LINE WITH WHAT YOU JUST SAID, WE WILL CERTAINLY TRY TO WORK OUT SOMETHING THE BEST WE CAN.

SMAJ GRIFFIN—U. S. ARMY, JAPAN? (NO RESPONSE)

SETAF? (NO RESPONSE)

OKINAWA?

SMAJ BENNET (USARYIS)—I'M SERGEANT MAJOR BENNETT, HEADQUARTERS USARYIS.

WE BELIEVE THAT—FIRST OF ALL, IN REPLY TO SERGEANT NANGLE, I AGREE WHOLE HEARTEDLY ON THE TRANSPORTATION BIT. HOWEVER, AS FAR AS AN AGENDA, AS FAR AS PROPOSALS, RESOLUTIONS, I FEEL IT IS INCUMBENT UPON THE SENIOR ENLISTED PEOPLE OF ANY COMMAND TO ORGANIZE THIS THEMSELVES, GATHER INFORMATION, HAVE MEETINGS OF THEIR SENIOR NCO'S OR SERGEANTS MAJORS AND THEN PRESENT IT AT THIS CONFERENCE IF IT ISN'T ALREADY INCLUDED IN RESOLUTIONS THAT HAVE BEEN PRESENTED.

WE HAVE ONE RESOLUTION CONCERNING DISLOCATION ALLOWANCES. WE FEEL THAT THE PRESENT SYSTEM OF DISLOCATION ALLOWANCE IS INADEQUATE BOTH FOR OFFICERS AND ENLISTED MEN. WE DO NOT FEEL, PARTICULARLY MEN BEING ASSIGNED OVERSEAS COMMANDS OR RETURNING FROM OVERSEAS COMMANDS, THAT DUE TO THE MANY EXPENSES THEY ENCOUNTER THAT THIS IS ADEQUATE. ALSO, THE FACT THAT THERE IS A 14 PERCENT INCOME TAX DEDUCTION AND THIS IS AN ALLOWANCE IN ITS PUREST FORM. WE FEEL A STUDY SHOULD BE MADE OF THE PRESENT FORM OF DISLOCATION ALLOWANCE UPON PCS.

SECONDLY, WITH THE ADVENT OF ANY NEW ITEM OF UNIFORM BY THE ENTIRE ARMY, THE INDIVIDUAL SOLDIER HAS TO BUY HIS INITIAL ISSUE. WE WOULD LIKE TO RECOMMEND LIKE FOR INSTANCE WITH THE NEW GREENS COMING OUT AND ANY OTHER NEW ITEM OF ISSUE FOR THE SOLDIER THAT HE BE ISSUED INITIAL ISSUE AND THEN PAY FOR MAINTENANCE OUT OF HIS CLOTHING ALLOWANCE

AND NOT BUYING NEW EQUIPMENT. THAT IS ALL WE HAVE.  
THANK YOU.

GEN SEEDLOCK—WELL, SERGEANT, WE ARE CERTAINLY ON THE SAME WAVE LENGTH WITH YOU ON THE DISLOCATION ALLOWANCE BECAUSE ONLY LAST WEEK AT THE FIRST MEETING OF THE MILITARY COMPENSATION REVIEW OF ALL THE SERVICES COMING UP THAT IS VERY HIGH ON THE AGENDA AND WE ARE GOING TO DO EVERYTHING POSSIBLE TO MAKE IT A MORE REALISTIC ALLOWANCE.

ON YOUR QUESTION OF THE INITIAL ISSUE OF THE NEW UNIFORM, OF COURSE THERE ARE BUDGETARY CONSIDERATIONS INVOLVED IN THE UNIFORM MAINTENANCE ALLOWANCE BUT WE WILL CERTAINLY TAKE THAT UNDER ADVISEMENT. THANK YOU.

SMAJ GRIFFIN—ALASKA? DO WE HAVE A REPRESENTATIVE FROM U. S. ARMY ALASKA?

(NO RESPONSE)

SMAJ GRIFFIN—SOUTHERN COMMAND?

SMAJ REEDY (SOUTHERN COMMAND)—SERGEANT MAJOR REEDY REPRESENTING BOTH THE ANTILLES COMMAND AND PANAMA AND SOUTHERN COMMAND.

THE FIRST RECOMMENDATION I HAVE IS THE ELIMINATION OF THE E-9 PROFICIENCY TESTING. I NOTICE IT IS IN YOUR BROCHURE ALREADY AND THIS IS ONE OF THE SUBJECTS WE WANTED TO BRING UP.

THIS OF COURSE WILL MEAN POSSIBLY THE LOSS OF \$30.00 PAY THAT THE E-9 NOW RECEIVES. NOW, WE TOOK A CONSENSUS OF OPINION OF THE ENLISTED PERSONNEL IN THE COMMAND AND WE WOULD GLADLY GIVE UP OUR THIRTY BUCKS A MONTH TO DO AWAY WITH THE PROFICIENCY TESTING OF E-9. BY THE TIME A MAN BECOMES AN E-9 IF HE DOESN'T KNOW HIS JOB HE'LL NEVER KNOW IT. I HAVE RECEIVED PERSONALLY PROFICIENCY PAY EVER SINCE THE PROGRAM STARTED. I'LL BE MORE THAN GLAD TO GIVE IT BACK TO YOU JUST SO AS TO FEEL THAT ONCE A YEAR I WON'T HAVE TO TRY TO ACCUMULATE ALL THESE FIELD MANUALS AND GO IN AND SIT DOWN AND TAKE A TEST WHICH NINE TIMES OUT OF TEN HAS NO BEARING ON MY MOS OR MY JOB.

(APPLAUSE)

I FEEL THIS SECOND RECOMMENDATION IS VERY PARAMOUNT TO THE SERGEANTS MAJOR. IN SOME COMMANDS THE SERGEANT MAJOR IS A SERGEANT MAJOR. IN OTHER COMMANDS HE IS MORE OR LESS A GLORIFIED CLERK IN THE SGS OFFICE. I BELIEVE THAT THE COMMANDERS, AND THIS SHOULD POSSIBLY EMANATE FROM DA, THE COMMANDERS SHOULD BE INFORMED AS TO WHAT THE SERGEANT MAJOR'S DUTIES CONSIST OF OR AT LEAST SHOULD CONSIST OF, AND THE SERGEANT MAJOR SHOULD BE CONSIDERED AS AN EQUAL POSSIBLY TO ONE OF THE HIGHER RANKING STAFF OFFICERS INSTEAD OF BEING THE KEEPER OF CLASSIFIED DOCUMENTS OR SOMETHING ALONG THAT LINE, THAT HE USE HIS LEADERSHIP, GO AROUND WITH THE COMMANDER - SOME COMMANDERS ARE VERY GOOD ABOUT THIS. OTHER COMMANDERS JUST FORGET ABOUT THEIR SERGEANT MAJOR AND HE IS RELEGATED DOWN TO THE GLORIFIED CLERK JOB.

WHAT I WOULD LIKE TO SEE DONE IS THAT THE INFORMATION POSSIBLY BE PUT OUT AT A COMMANDERS' CONFERENCE IN DA INFORMING THE VARIOUS COMMANDERS WHAT A SERGEANT MAJOR SHOULD BE DOING.

NEXT, IS AN ITEM I BROUGHT UP LAST YEAR. INCIDENTALLY, THIS QUESTION I BRING UP EVERY YEAR, BRANCH DESIGNATION. I AM STILL VERY PROUD OF BEING AN INFANTRYMAN, BUT I AM STILL RA UNASSIGNED. THIS IS NOT RIGHT. AN OFFICER HAS A BRANCH DESIGNATION - I WANT A BRANCH DESIGNATION. I FEEL MOST OF THE PEOPLE IN THE ARMY WANT A BRANCH DESIGNATION. I FEEL THE MAJORITY OF THE MEN HERE HAVE HAD A BRANCH DESIGNATION AT ONE TIME OR ANOTHER AND THEY FEEL RATHER PROUD OF IT.

NEXT IS A DISTINCTIVE UNIFORM FOR SERGEANTS MAJOR. AGAIN, I POINT TO THE NAVY. ALL THE MONEY COMES OUT OF PROBABLY ONE BIG KITTY. THE NAVY GIVES THEIR CHIEFS A DISTINCTIVE UNIFORM BUT THEY BUY THIS UNIFORM WITH AN ALLOWANCE THAT THEY GET. NOW, I PERSONALLY LIKE THE OLD OFFICER UNIFORM OF PINKS AND GREENS. POSSIBLY THIS IS A GOOD UNIFORM FOR SERGEANTS MAJOR BUT I FEEL THEY SHOULD BE DISTINCTIVE. WHEN A MAN GETS TO BE A SERGEANT MAJOR AND THE NCO OF THE COMMAND HE SHOULD BE DISTINGUISHED A LITTLE

DIFFERENTLY THAN WEARING THE SAME BAGGY UNIFORM AS THE REST OF THE TROOPS. THIS WILL POINT THIS MAN OUT. IF THE NAVY CAN GIVE \$ 300.00 OR SO THEN I FEEL THE ARMY CAN GIVE \$ 300.00 OR SO TO THIS INDIVIDUAL WHO IS THE KEY ENLISTED MAN.

NEXT IS COMPASSIONATE ASSIGNMENT AND RE--ASSIGNMENT. THIS IS GETTING TO BE A JOKE, GENTLEMEN. LET ME TELL YOU WHAT ONE COMPASSIONATE RE--ASSIGNMENT MAN TOLD ME. THIS IS THE WAY HE GOES ABOUT PERIODICALLY GETTING COMPASSIONATE ASSIGNMENTS AND UNFORTUNATELY I COME FROM PUERTO RICO AND THE COMMAND IS OVERLOADED WITH COMPASSIONATE ASSIGNMENTS. NOW, THIS MAN STATES, "I START OFF FIRST OF ALL BY ASSUMING IF MY WIFE IS NOT MENTALLY UNBALANCED I'M GOING TO MAKE HER MENTALLY UNBALANCED." (LAUGHTER) AND MOST OF THEM, OF COURSE, HAVE FOUR OR FIVE, SIX, EIGHT CHILDREN AND THE PROCESS IS VERY EASY TO BEGIN WITH. (LAUGHTER) NOW, HE STARTS BY GOING TO THE LOCAL DISPENSARY AND TALKING IT OVER WITH THE DOCTOR AND SO FORTH AND HIS WIFE TAKES CERTAIN TYPE PILLS, TRANQUILIZERS AND YOU CAN GET THESE RATHER EASILY IF YOU TALK FAST ENOUGH.

SMAJ GRIFFIN—LET ME INTERRUPT YOU JUST ONE SECOND, SERGEANT MAJOR. WE ARE RUNNING VERY SHORT NOW SO IF YOU WILL, PLEASE, GO INTO SPECIFICS.

SMAJ REEDY— THE SPECIFIC HERE IS, THIS MAN, BY STARTING HIS WIFE ON TRANQUILIZERS AND THEN GETTING HER FOR A FEW DAYS INTO A MENTAL HOSPITAL WHICH IS VERY EASILY DONE THEN HE HAS BUILT UP A CASE. HE PRESENTS THIS CASE TO DA AND FOR SOME REASON OR OTHER DA GOES RIGHT ALONG WITH THIS COMPASSIONATE ASSIGNMENT. THEN THEY PROCEED TO FORGET ABOUT THIS MAN. GENERALLY, COMPASSIONATE ASSIGNMENT IS FOR A YEAR. UNFORTUNATELY, WE HAVE A COMMAND THAT IS LOADED WITH ASSIGNMENTS.

SMAJ GRIFFIN—CAN WE HAVE YOUR SPECIFIC RECOMMENDATION?

SMAJ REEDY—MY SPECIFIC RECOMMENDATION IS THAT THE COMPASSIONATE ASSIGNMENT BRANCH AT DA LOOK AT EACH CASE VERY, VERY CAREFULLY AND AFTER GIVING THIS MAN A COMPASSIONATE ASSIGNMENT THAT THEY REVIEW THE CASE PERIODICALLY

AND JUST DON'T LEAVE IT HANG IN THE BALANCE.

LAST, OF COURSE, AGAIN, IS THE PUERTO RICAN DRAFTEE. I COULD GO ON AND ON ABOUT THIS.

SMAJ GRIFFIN— JUST A MOMENT. HOW LONG IS THIS GOING TO TAKE?

SMAJ REEDY—THIS WILL ONLY TAKE APPROXIMATELY TWO MINUTES.

SMAJ GRIFFIN—JUST GIVE US A SPECIFIC RECOMMENDATION. WE HAVE TO CLEAR THIS HALL BY TEN O'CLOCK AND WE STILL HAVE USARPAC TO GET TO, IF YOU WILL, PLEASE.

SMAJ REEDY—THE RECOMMENDATION IS THAT A STUDY BE MADE AGAIN ON THE PUERTO RICAN DRAFTEE. WE HAVE TO TAKE AT LEAST 1,000 MEN IN TO GET 200 MEN TO SEND TO THE STATES. NOW, WHEN EACH ONE OF THESE MEN COMES IN YOU GIVE THEM EIGHT WEEKS OF LANGUAGE TRAINING. YOU ALSO FEED THEM, EQUIP THEM, AND GIVE THEM A UNIFORM. WHEN THE MAN IS REJECTED AND, OF COURSE, HE CAN GET REJECTED BY JUST NOT PASSING THE ENGLISH TEST, WE ALSO TURN HIM OUT WITH A UNIFORM AND IF YOU MULTIPLY THIS BY THE THOUSANDS THIS IS A TREMENDOUS WASTE OF MONEY TO THE AMERICAN TAXPAYER.

THAT IS ALL I HAVE.

SMAJ GRIFFIN—SERGEANT MAJOR, SINCE WE ARE ALREADY RUNNING SO SHORT ON TIME WE WILL PULL THE CONGRESSIONAL THING ON YOU HERE, AND WE WILL PREPARE YOUR ANSWER FOR THE RECORD, IF THAT WILL BE SATISFACTORY. WE HAVE ABOUT THREE MINUTES LEFT.

GEN WOOLNOUGH—MAY I INTERRUPT JUST A MINUTE BECAUSE I NOTICED ONE RECOMMENDATION YOU MADE APPEARED LAST YEAR AND I AM FRANKLY CURIOUS. I WONDER IF IT IS THE MAJORITY FEELING THAT SERGEANTS MAJOR OUGHT TO WEAR A DIFFERENT UNIFORM THAN THE REST OF THE ARMY.

(VOICES "NO")

ALL THOSE WHO THINK THEY SHOULD, PLEASE RAISE THEIR HANDS.

(FEW HANDS RAISED)

O.K. THANK YOU.

SMAJ GRIFFIN—WE'LL BE ABLE TO TAKE ONE MORE COMMENT. WE ALMOST FORGOT ONE OF OUR STRONGEST CONTRIBUTORS TO THE CONFERENCE—SERGEANT MAJOR BENNETT, FROM USARPAC.

SMAJ BENNETT (US ARPAC)—I WOULD LIKE TO CLEAR THE AIR IN ONE AREA. ON THE 19TH OF SEPTEMBER, GENERAL WOOL—NOUGH SENT TO GENERAL WATERS A LETTER ON THE CONFERENCE. WE, IN TURN, SENT THIS BY COMMAND LETTER AND BY PERSONAL LETTER, IN PARTICULAR TO 8TH ARMY, SERGEANT MAJOR ABE, ON THE 21ST OF SEPTEMBER. I RECEIVED A COMMAND LETTER SIGNED BY THE ADJUTANT GENERAL OF 8TH ARMY GIVING A NEGATIVE REPORT FOR THE ENTIRE 8TH ARMY. I REALIZE YOU DIDN'T KNOW IT, SERGEANT MAJOR, BUT IT IS ODD THE ENTIRE COMMAND WOULD GIVE A NEGATIVE REPORT.

USARPAC HAS GONE OUT TO ALL THE COMMANDS AND WE HAVE CONTRIBUTED TO THIS CONFERENCE 15 FACT SHEETS WHICH HAVE BEEN THOROUGHLY STAFFED. THEY MAY NOT HAVE BEEN CONCURRED IN, BUT THEY HAVE BEEN STAFFED.

I WOULD LIKE TO GO ON RECORD AS ASKING THAT ALL 15 OF OUR FACT SHEETS — WE AT LEAST RECEIVE A REPLY SAYING "AYE" OR "NAY". WE DID NOT LAST YEAR.

ON THE COMMANDERS EVALUATION REPORT, SERGEANT MAJOR POE MENTIONED DOING AWAY WITH IT. ONE OF THE STAFF FROM DCSPER MENTIONED THEY ARE REVISING IT AND THE ONLY THING THAT CAME FROM IT WAS MINOR CHANGES. I SUBMITTED A FACT SHEET ON THIS SUBJECT ASKING, INSTEAD OF THE FULL ROUTINE OF FILLING IN A BOX, THAT THE GRADER AND THE EVALUATOR TAKE TIME TO WRITE A NARRATIVE. THIS WOULD GIVE HIM AT LEAST A THINK ABOUT THE MAN HE IS RATING. NINE OUT OF TEN THE RATER, TO DO THE MAN JUSTICE, FILLS IN THE BOXES MAXIMUM. THE

ENDORSER FILLS IN THE SAME BOXES. HE DOESN'T KNOW WHAT HE IS DOING, HE DOESN'T GIVE IT ANY THOUGHT.

ON THE PROMOTION PLAN, CONTINUING WITH THE 8TH ARMY, WE RECEIVED THE PROMOTION PLAN FROM GENERAL WOOL-NOUGH, THE HEADQUARTERS USARPAC SERGEANT MAJOR ADVISORY BOARD MET, PRODUCED INTERIM COMMENTS, SENT THE COMMENTS PLUS THE DRAFT REGULATION TO ALL EIGHT COMMANDS OF USARPAC AND IN THE INTERIM SUBMITTED TO THE PROJECT OFFICER, MAJOR GOODALL, THE INTERIM USARPAC COMMENTS.

I WOULD LIKE TO GO ON RECORD TO SAY THAT USARPAC AS A WHOLE DOES NOT GO ALONG AT ALL WITH THE 110 PQS UNDER THE THEORY THAT A MAN WHO RECEIVES 93 IN HIS PRO-PAY SCORE, THE ARMY GIVES HIM PROFICIENCY PAY, THEY SAY TO HIM "YOU'RE A PRETTY GOOD MAN, JOE. YOU ARE STILL GETTING PRO PAY, BUT WE CAN'T PROMOTE YOU."

DISLOCATION ALLOWANCE—THE SUBJECT OF DISLOCATION ALLOWANCE FROM OKINAWA, WAS SUBMITTED IN ONE OF OUR FACT SHEETS. IT IS A GOOD FACT SHEET AND IT SHOULD BE CONSIDERED BY THE DA STAFF.

ANOTHER AREA OF INTEREST, DA TELLS THE SOLDIER BY MEANS OF A PAMPHLET THAT HE HAS TO TAKE AN MOS TEST. THE SOLDIER HAS TO SCROUNGE FOR ALL THE REGULATIONS. HE CAN'T FIND THEM. WE PROPOSE, SIMILAR TO THE OLD COMPANY ADMINISTRATION BOOKS PUT OUT BY COLONEL VIRTUE A FEW YEARS AGO, THAT THE ARMY PRODUCE A 3-RING BINDER MOS GUIDE THAT A MAN CAN STUDY. IT SHOULD BE ISSUED BY A RESPONSIBLE AGENCY SIMILAR TO THE EDUCATION CENTER. A MAN TAKING A TEST COULD GO TO THE EDUCATION CENTER, TAKE OUT ONE 3-RING BINDER AND HE COULD STUDY IT. EVERYTHING IN THAT BOOK IS A SUBJECT TO BE ON THE TEST AND NO MORE.

IN THE CASE OF TECHNICAL AREAS WHERE YOU HAVE A 81 MILLIMETER, THE MANUAL FOR THE 81 IS THAT BIG (GESTURING). YOU CANNOT CONDENSE IT AS MUCH AS YOU WOULD LIKE TO. BUT THIS IS AN INITIAL START TO GET THE BALL ROLLING FOR PROPER MOS TESTING.

ANOTHER AREA WE PUT IN FOR WAS TO HAVE NOT ONLY PROFICIENCY PAY, BUT DO AWAY WITH PROFICIENCY TESTING FOR THE E-9. THE SUBSTITUTE FOR IT WOULD BE THE PROPOSAL RECOMMENDED BY USARPAC ON A NEW COMMANDERS EVALUATION REPORT FORM WHERE THE RATER AND THE ENDORSER MUST THINK AND MUST PUT IN HIS OWN WRITING WHAT HE HAS TO SAY AND HE HAS A NUMERICAL READING ON THE REVERSE WHICH IS SECTION 2 SIMILAR TO THE OFFICERS EFFICIENCY REPORT.

ON UNIFORMS, WE HEAR SO MUCH ABOUT UNIFORMS IN USARPAC. I TRAVEL WITH GENERAL WATERS THROUGHOUT THE ENTIRE COMMAND AND THAT IS ALL I HEAR FROM PEOPLE. I HAVE ASKED IN ONE OF MY FACT SHEETS THAT THE DEPARTMENT OF THE ARMY STUDY THE UNIFORM FOR SERGEANTS MAJOR AND "YES" OR "NO" TELL THEM IN THE FIELD SO WE DON'T HEAR ABOUT IT ANY MORE.

THAT IS ALL I HAVE. THANK YOU.

GEN WOOLNOUGH—THANK YOU, SERGEANT MAJOR BENNETT.

I CAN ASSURE YOU, AS I THINK YOU KNOW, YOUR FACT SHEETS WILL RECEIVE OUR CONSIDERATION.

SMAJ GRIFFIN—GENTLEMEN, THAT IS ALL WE HAVE TIME FOR. WE HAVE A LUNCHEON IN HERE AND OUR RECEPTION AT ELEVEN THIRTY. THAT WAS ONE OF THE PARTICULAR REASONS FOR GOING WITH THE MAJOR COMMANDS FIRST SO TO MAKE SURE AND GET THEIR COMMENTS. WE ARE COMPLETELY OUT OF TIME...

GEN WOOLNOUGH—AREN'T WE GOING UP HERE TO RESUME ANY QUESTIONS?

SMAJ GRIFFIN—IF THOSE OF YOU WHO STILL HAVE COMMENT—YOU UNIT SERGEANTS MAJOR THAT HAVE COMMENTS WILL MOVE THROUGH THE OUTER LOBBY UPSTAIRS TO THE ASSEMBLY ROOM WE'LL CONTINUE TO TAKE YOUR COMMENTS.

HAVE A NICE MEETING. THE ANNUAL MEETING GOES UNTIL WEDNESDAY NIGHT AT THE MARSHALL DINNER AND LET'S HOPE THAT WE SEE YOU ALL AGAIN NEXT YEAR.

(APPLAUSE)

THE SERGEANTS MAJOR PERSONNEL CONFERENCE  
THEREUPON ADJOURNED AT APPROXIMATELY 1000 HOURS .

THE SERGEANTS MAJOR PERSONNEL CONFERENCE  
RECONVENED AT APPROXIMATELY 1020 HOURS IN THE ASSEMBLY  
ROOM, SHERATON PARK HOTEL WITH LT COL JONES PRESIDING.

COL JONES—GENTLEMEN, I THINK WE ARE READY TO  
START AGAIN SO IF YOU WILL GATHER ROUND. THERE ARE A  
COUPLE OF SEATS LEFT HERE AT THE TABLE. I WAS CHATTING WITH  
SERGEANT MAJOR MORRIS WHO HAD RAISED A QUESTION ABOUT  
CERTAIN CDC ORGANIZATIONS HAVING A SPECIFIED MOS FOR THE  
TOP THREE GRADES AND SEVERAL SUBSTITUTES THEREON.

THE QUESTION, AS I UNDERSTAND IT, IS WHAT HAS HAP-  
PENED PROMOTIONWISE WHEN YOU HAVE AN INDIVIDUAL IN ONE OF  
THESE SUBSTITUTE MOSs? I HAVE HANDLED SEVERAL OF THESE  
CASES IN THE PAST THROUGH THE CHAIN OF COMMAND. YOU SIMPLY  
CALL YOUR NEXT HIGHER COMMANDER AND REQUEST AN EXCEPTION  
BE MADE. REALLY YOU DON'T HAVE TO DO THAT. YOU REALLY HAVE  
THE AUTHORITY TO GO AHEAD AND PROMOTE AS LONG AS IT IS A  
TD VACANCY IN ANY SUBSTITUTABLE MOS.

THE REASON I MENTION IT IN THE SEVERAL CASES THAT I  
HAVE HANDLED THIS WAS AT THE BEGINNING OF IT. I HAD A CALL  
FROM CONARC CONCERNING KNOX AND SOME OTHER POSTS. IN  
BOTH CASES THEY WERE INSTRUCTED TO GO AHEAD AND PROMOTE  
THE INDIVIDUAL FROM ONE OF THESE SUBSTITUTE MOSs WHICH  
IS PERFECTLY LEGAL. DOES THAT CLEAR THE AIR?

SMAJ (CDC)—YES SIR.

COL JONES—NOW, GENTLEMEN, LET'S CONTINUE WITH  
OTHER QUESTIONS ON STANDARDIZED PROMOTIONS.

SMAJ WASHBURN—SIR, I TALKED WITH MY NCOs (I AM  
FROM 3d INFANTRY) WE FEEL THAT THIS COLLECTION THAT YOU  
SPOKE ABOUT OF EFFICIENCY REPORTS IS UNNECESSARY. WE  
FEEL THAT THE SYSTEM THE NAVY USES IS THE BEST IDEA PROBABLY.

THE UNIT COMMANDER SAYS, "YES SIR, HE IS QUALIFIED." OR "NO, HE IS NOT QUALIFIED" FOR PROMOTION. THEN THEY SIT DOWN AND TAKE A TEST WORLD WIDE---THE ENTIRE MOS--- AND THE BEST PEOPLE GET IT---THE FIRST 10 PERCENT.

IF THIS IS TOO HARD ON SOMEBODY, LET'S LET THE CHIPS FALL WHERE THEY MAY.

THE SECOND THING I WOULD LIKE TO BRING UP WHICH I HAVE DONE YEAR AFTER YEAR, AT THE LAST TWO AUSA CONVENTIONS, FORT MYER DOES NOT HAVE ADEQUATE QUARTERS FOR SENIOR NON-COMMISSIONED OFFICERS. THEY COME IN HERE FOR THESE MEETINGS AT VARIOUS TIMES, AND I AM FORCED TO PUT THEM IN SQUAD SPACES. THIS IS NOT FITTING. IT IS NOT PROPER. THERE SHOULD BE SOMETHING DONE ABOUT PROVIDING ADEQUATE QUARTERS FOR THESE PEOPLE.

COL JONES---THANK YOU VERY MUCH FOR YOUR COMMENTS.

GEN SEEDLOCK---I WOULD LIKE TO SAY, SERGEANT, THAT UNDER GEN JOHNSON'S IMPETUS A REAL STUDY IN DEPTH IS BEING MADE IN THE MILITARY DISTRICT OF WASHINGTON OF FACILITIES IN THIS AREA. AND WHILE WE CAN'T PREDICT HOW IT IS GOING TO COME OUT BECAUSE, AS YOU KNOW, WE ARE NOT OUR OWN MASTERS IN THIS SITUATION, THE PARTICULAR POINT OF TRANSIT ACCOMMODATIONS HAS VERY HIGH PRIORITY IN THIS STUDY.

SMAJ HAZZARD (2D ARMY)---I HAVE TWO POINTS---

ONE OF THEM CONCERNS THE MANDATORY USE OF THE PQS FOR PROMOTION. THE 2D ARMY HAS HAD THIS IN EXISTENCE FOR QUITE A NUMBER OF YEARS NOW AND IT WORKS RIGHT WELL, BUT WHEN YOU GRIND A WAIVER SYSTEM INTO IT, THE PAPER WORK INVOLVED IS SOMETHING ELSE.

COL JONES---WHAT CUT-OFF SCORE DO YOU USE?

SMAJ HAZZARD---110. THERE ARE VERY FEW OF THESE WAIVERS IN THE 2D ARMY LOWER THAN 100. ALMOST ALL THE

WAIVERS ARE BETWEEN 100 AND 110.

WHAT I WOULD LIKE TO RECOMMEND IS THAT IF THEY ARE GOING TO USE THE PQS, THAT THEY USE A FLAT 100 WITH NO WAIVERS ALLOWED. THIS BRINGS YOUR PROMOTION CRITERIA INTO THE UPPER 50 PERCENT OF THE PEOPLE WHO WILL BE PROMOTED AND THE ADMINISTRATIVE WORK WILL BE LESSENE'D QUITE A BIT.

THE SECOND THING I WOULD LIKE TO RECOMMEND OR HAVE A QUESTION ON, IS THE SENIOR ENLISTED REQUISITIONING. AT THE PRESENT TIME ALL POSITIONS WHICH ARE REQUISITIONED AND CANCELED HAVE TO BE REQUISITIONED ON THE SECOND SUCCEEDING MONTH AS AN EXAMPLE, THE REQUISITION WHICH IS FILLED OR KILLED BY DA ON THE 22D OF SEPTEMBER REACHES US AT 2D ARMY ABOUT THE FIRST OF THE MONTH WE SEND IT OUT TO THE FIELD WITH THE PROMOTIONAL ALLOCATION. HOWEVER, DUE TO THE TIME LIMITS INVOLVED ON THE REQUISITIONING, WE HAVE TO GET THE NEW REQUISITION IN FROM THE FIELD BY THE 10TH OF THE MONTH IN ORDER TO GET IT TO CONARC BY THE 20TH OF THE MONTH AND TO DA BY THE 2D OF THE FOLLOWING MONTH THIS GIVES THE COMMANDS 10 DAYS IN WHICH TO GET THIS ALLOCATION, DETERMINE WHO THEY ARE GOING TO PROMOTE, EFFECT THE PROMOTION, AND RE-REQUISITION.

NOW, THE REGULATIONS SPECIFICALLY PRECLUDE PROMOTION AFTER A REQUISITION HAS BEEN SUBMITTED. SO TO STAY WITHIN THE REGULATIONS, IF THEY DON'T GET THE PROMOTION BY THE 10TH THEY HAVE TO WAIT TWO MORE MONTHS. IF THERE WAS ANOTHER MONTH PUT INTO THE SYSTEM, IT WOULD EASE THINGS CONSIDERABLY AND I AM SURE EASE THE WORK OF THE DEPARTMENT OF THE ARMY BECAUSE WE HAVE---JUST IN THE 2D ARMY---WE HAVE A LARGE VOLUME OF CANCELLATIONS DURING THE MONTH. THESE ARE ALMOST ENTIRELY GENERATED BY THE TIME ELEMENT THAT IS PUT ON US BY THE DEPARTMENT OF THE ARMY.

THIS IS AN ADDED LITTLE SIDE LINE. THE MAJORITY OF THE PEOPLE IN THE FIELD DO NOT CONVENE PROMOTION BOARDS UNTIL THE REQUISITION COMES BACK, UNTIL THEY GET THE ALLOCATION, AND THE TIME IS SO SHORT THAT THE PEOPLE JUST CANNOT BE EVALUATED PROPERLY AND EVERYTHING ELSE TAKEN CARE OF WITHIN THE TEN DAYS.

COL JONES—THANK YOU VERY MUCH, SERGEANT MAJOR HAZZARD.

WITH RESPECT TO YOUR FIRST QUESTION ON THE PQS, IT IS QUITE APPARENT NOW THAT THIS IS GOING TO BE ONE OF OUR CONTROVERSIAL AREAS. THE SCORE OF 110 WAS MERELY A DEPARTURE POINT. WE HAD TO START SOMEPLACE. PERHAPS A SCORE OF 100 IS A MORE LOGICAL ONE. I DON'T KNOW. MAY I INVITE YOU TO PLEASE REDUCE TO WRITING YOUR SUGGESTION SO THAT WE CAN CONSIDER IT ALONG WITH ALL THE OTHERS?

SMAJ HAZZARD—THIS IS BEING SUBMITTED BY 2D ARMY AS ONE OF OUR RECOMMENDATIONS, BUT I THOUGHT I WOULD BRING IT OUT HERE.

COL JONES—I AM GLAD YOU DID.

WITH RESPECT TO THE SECOND QUESTION, THAT OF THE PART TWO REQUISITIONING, I WANT TO SAY I DID PICK UP A RUMOR THE OTHER DAY WANDERING DOWN ON THE FIRST CORRIDOR THAT EPD HAS A STUDY UNDER WAY ON THIS TO GO ON A 2-MONTH CYCLE.

WOULD YOU LIKE TO DISCUSS THIS, SIR, IN THIS BODY? ALL I WANT TO SAY IS THAT IS BEING CONSIDERED AND THAT WE ARE AWARE OF THE SITUATION.

PERHAPS GEN BEVERLY WOULD LIKE TO ELABORATE ON IT.

GEN BEVERLY—THAT IS TRUE. ALSO, CONSIDERING CHANGING THE TIME FRAME, IN ADDITION TO THIS IN AUGUST, WE PUT OUT A CHANGE WHICH DOES PERMIT YOUR TAKING A LOOK FOR TWO MONTHS, PERMITS CANCELLATION, AND PROMOTION OF THE BEST QUALIFIED MAN AVAILABLE. SO MAYBE OUR MESSAGE SENT OUT IN AUGUST WAS NOT CLEAR. I WILL CHECK INTO IT AND YOU CAN BE SURE THAT WE DO CLARIFY WHERE POSSIBLE.

SMAJ HAZZARD—THAT MESSAGE IS CLEAR, SIR, BUT WHAT IT DOES IS IT THROWS ADDED PROBLEMS INTO THE REQUISITIONING PROCEDURE. IF THE REQUISITIONING PROCEDURE WAS SET UP WHERE THEY'D HAVE THE TIME TO WORK WITH IT THEN WE WOULDN'T HAVE TO GET INTO THE ADDED CHANGES SUCH AS CANCELLATION INVOLVES.

GEN BEVERLY—WELL, I BELIEVE OUR TWO MONTHS' LOOK AND SIX MONTHS' CYCLE WILL DO EXACTLY WHAT YOU WANT.

SMAJ HAZZARD—I BELIEVE IT WILL SIR.

COL JONES—THANK YOU, SIR.

GEN BEVERLY—THAT ALSO WILL GIVE US A BETTER OPPORTUNITY OF GETTING THE BEST QUALIFIED MAN TO FILL THE REQUISITION. WE CAN LOOK AT IT FOR TWO MONTHS IF YOU FOLLOW ME.

SMAJ HAZZARD—YES SIR.

COL JONES—THANK YOU, SIR.

SMAJ HAWTHORNE (11TH CAVALRY)—SIR, I WOULD LIKE TO SECOND THE MOTION ON SERGEANT HAZZARD'S RECOMMENDATION ON THE STANDARDIZATION OF PQS. WE ARE OPERATING UNDER 2D ARMY AND WE ARE BEING BITTEN BY THE REQUIREMENTS OF THE 110 PQS AND OUR PEOPLE CAN SEE OUTSIDE THE WALL IN THE OTHER ARMY AREAS WHERE THEY ARE NOT REQUIRED TO COMPLY WITH THIS AND AS A RESULT OUR MORALE IS LOW AND PEOPLE WON'T MOVE.

MY SECOND POINT, MY SECOND RECOMMENDATION SIR, CONCERNS THE MOSs AND THE REQUIREMENTS FOR THE MAN HOLDING THE MOS AND HAVING BEEN TESTED IN THE MOS IS HAVING A PQS SCORE IN THE MOS THAT IS PECULIAR PRIMARILY TO THE ARMORED CAVALRY. WE HAVE FOUR COMBAT MOSs IN ONE PLATOON—THE INFANTRY, MORTAR, SCOUTS AND TANK CREWMEN. IF YOUR SENIOR MAN IN THAT PLATOON IS A RIFLEMAN, A RIFLE SQUAD LEADER, HE MAY NEVER HAVE BEEN TESTED IN THE MOS THAT IS REQUIRED FOR THE PLATOON SERGEANT, THEREFORE, YOU CAN'T, WITHOUT GOING FOR A WAIVER, PROMOTE THAT MAN OR EVEN CONSIDER HIM FOR PROMOTION AS A PLATOON SERGEANT. IT ALSO GOES FROM THE LOWEST UP TO THE HIGHEST. WHEN HE GETS UP TO THE SQUADRON LEVEL YOU LOSE YOUR SERGEANT MAJOR. YOU MAY WANT TO PROMOTE THE TANK COMPANY FIRST SERGEANT OR BATTERY FIRST

SERGEANT TO SERGEANT MAJOR, BUT YOU CANNOT DO IT. HE IS BOUND BY THE MOS RESTRICTIONS.

WE NEED CONSIDERATION ALONG THIS LINE.

GEN BEVERLY—MAY I MAKE A COMMENT ON THIS?

UNDER THIS NEW PROMOTION SYSTEM THAT IS EXACTLY WHAT WE ARE TRYING TO DO. FOR EXAMPLE, IN THE ARTILLERY BATTERY YOU HAVE A COMMO CHIEF AND A CHIEF OF FIRING BATTERY AND A VACANCY COMES UP FOR PROMOTION. UNDER THIS NEW SYSTEM ANY ONE OF THESE WHOM THE COMMANDER SAYS IS QUALIFIED CAN BE PUT BEFORE A PROMOTION BOARD, PROMOTED, THEN PUT IN THAT POSITION BECAUSE THE COMMANDER SAYS HE IS QUALIFIED TO DO THAT JOB. SO THIS NEW CRITERION DOES TAKE CARE OF THAT. IN SUBMITTING MY RECOMMENDATION I MADE SURE IT DID. THAT COVERS THIS VERY THING.

SMAJ HAWTHORNE—ANOTHER CONSIDERATION, SIR, WE'D LIKE TO HAVE IS ON OUR PERSONNEL WHO ARE TRAINED IN ARMORED RECONNAISSANCE. DON'T SHIP THEM BACK TO THE TANK OR INFANTRY —KEEP THEM IN RECONNAISSANCE. ONCE THEY ARE TRAINED, A RIFLE SQUAD LEADER COMES FROM A STRAIGHT-LEG INFANTRY OUTFIT, HE HAS TO BE TRAINED IN ARMORED RECONNAISSANCE TACTICS. WHEN HE LEAVES THERE HE WILL PROBABLY GO BACK TO THE INFANTRY UNIT AND WE LOSE A LOT OF SKILLS. THE SAME WAY WITH YOUR TANK COMMANDER.

COL JONES—THANK YOU VERY MUCH. I BELIEVE COLONEL WALTERS, CHIEF OF THE ASSIGNMENT DIVISION OF EPD, HAS DEPARTED, BUT I AM SURE GENERAL BEVERLY WILL PASS THAT COMMENT ON.

GEN BEVERLY—YES, WE HAVE PROBLEMS OF MOS IMBALANCES. WE HAVE PROBLEMS OF ARMY CAVALRY REGIMENTS GOING WHERE THEY ARE LOCATED OVER THERE AND HERE ON ROTATION AND ALSO OF ETS LOSSES. THAT IS WHY WE ARE ON THE LINE-ITEM REQUISITION SYSTEM OVERSEAS SO THAT WE CAN PUT IN THE

MAN YOU ARE REQUESTING, BUT COMING BACK TO THE STATES HERE WE HAVE NO CHOICE. MEN DO COME BACK. UNFORTUNATELY, OUR ROTATION BASE HERE IS GETTING SMALLER BECAUSE, AS GENERAL WOOLNOUGH STATED, MORE PEOPLE ARE GOING OVERSEAS, BUT WE DO ATTEMPT TO DO EXACTLY WHAT YOU ARE SAYING.

GEN WOOLNOUGH—MAY I ADD TO THAT, THIS IS THE TENDENCY NOW, OF COURSE, THE IDEAL THING WOULD BE TO HAVE A MAN WITH A CERTAIN MOS TO GO INTO THAT SLOT, THIS IS OUR OBJECTIVE, BUT I THINK THERE IS A TENDENCY DEVELOPING THAT MAY NOT BE SO GOOD IN THE ARMY, THAT SOMEBODY ELSE IS SUPPOSED TO TRAIN EVERY MAN YOU GET. LET US NOT FORGET, GENTLEMEN, WE ARE STILL RUNNING AN ARMY. YOU HAVE GOT TO TAKE PEOPLE IN THE COMPANY AND TRAIN THEM TO BE COOKS IF YOU HAVEN'T GOT COOKS. WE TRY TO DO THE BEST WE CAN AND THIS IS THE OBJECTIVE, BUT WE DO NOT FEEL THAT EVERYTHING MUST BE GIVEN TO US ON A SILVER PLATTER.

GEN BEVERLY—SIR, MAY I CARRY THAT A LITTLE FURTHER? THIS IS SOMETHING RIGHT IN MY OWN HEART. THE 8TH ARMY WANTED SOMETHING FOR THE HONEST JOHN. THEY HAD THE .1 BUT THEY WERE WAY SHORT OF .2, SO THEY CAME IN AND BLAMED THEIR FAILURES TO PASS A PROFICIENCY TEST ON ME BY CABLE.

THE ANSWER IS REAL OBVIOUS. .2 IS OJT. WE PUT AN OVER-STRENGTH ON .1 AND SO WE PUT IN AN OJT AND THEY MADE THEM .2. I CAN ONLY TELL THEM "YOU ARE WAY OVER .1 AND TRAIN THEM" BECAUSE OF THE OJT. IN ADDITION TO THAT A SOLDIER WITH TWO OR MORE MOSs, JUST LIKE AN OFFICER, IS FAR MORE FLEXIBLE. HE IS FAR MORE EXPERIENCED AND FAR MORE ROUNDED AND FAR MORE VALUABLE. YOU HAVE LEAVES, SICKNESSES, COMBAT WOUNDS. IF YOU HAVE ANOTHER MOS HERE YOU CAN PUT THAT MAN IN A CRITICAL JOB. I THINK EVERY COMMANDER SHOULD TRAIN EVERY MAN IN HIS UNIT TO HAVE AT LEAST TWO MOSs.

COL JONES—NEXT QUESTION, PLEASE.

SMAJ ROCHE—MAY I BRING UP THE STRIPE CHANGE?

COL JONES—YES.

SMAJ ROCHE—I WANTED TO ASK YOU BEFORE I IDENTIFIED MYSELF. I WISH WE COULD HAVE FOUND TIME ON THE FLOOR TO DO THIS BECAUSE I BELIEVE I AM PROBABLY THE ONLY ONE OF MY BREED HERE. I AM AN ROTC INSTRUCTOR FROM THE UNIVERSITY OF CALIFORNIA AT SANTA BARBARA. OUR PARENT UNIT IS THE 6TH ARMY. HAVING BEEN A COMMAND SERGEANT MAJOR ON A FEW OCCASIONS AND HAVING BEEN IN AN E-9 INSTRUCTOR'S POSITION AS I AM NOW AND AS I WAS BEFORE I TOOK OVER AS CHIEF INSTRUCTOR FOR LIGHT VEHICLE DRIVER'S COURSES AT FORT ORD, AND HAVING HAD A FEW YEARS SERVICE, I USED TO BE IN MORTAL FEAR OF SERGEANTS MAJOR AND EVEN NOW I ENVY SOMEBODY WHO IS A POST SERGEANT MAJOR WHO IS A LITTLE BIT HIGHER THAN I AM OR HAVE BEEN AT TIMES. I THINK WE NEED A DISTINCT CHANGE IN OUR TITLE AND IN OUR INSIGNIA IN THE E-9 GRADE. I HOLD THE COMMAND SERGEANT MAJOR IN THE HIGHEST REGARD. I AM NOT A SERGEANT MAJOR IN MY PRESENT POSITION. I HAVE BEEN PUT ON THE SAME LEVEL AS THE OTHER INSTRUCTORS BY MY PMS. HE SAYS "HOW LUCKY YOU ARE. YOU DON'T HAVE TO WORRY ABOUT SUPERVISING OR INSTRUCTING THE ENLISTED MEN OF WHICH WE HAVE TWO, AND YOU ARE THE PIO INSTRUCTOR AND WE ARE GOING TO LET YOU INSTRUCT THE UPPER DIVISION CADETS" WHICH IS FINE. I GET TO TEACH LOGISTICS, ADMINISTRATION, AND INTELLIGENCE OVER A PERIOD OF A FEW YEARS. I FEEL I AM QUALIFIED TO TEACH. I HAVE NOTHING TO SAY ABOUT THE E-8 ASSIGNED TO US, WHEN HE WEARS THE 1ST SERGEANT'S INSIGNIA. I HAVE NOTHING TO SAY ABOUT THE ADMINISTRATIVE SUPERVISOR, THE E-6 WHO COMES TO WORK IN A DIRTY UNIFORM. I HAVE NOTHING TO SAY ABOUT THE MISTREATMENT OF THE VEHICLES AND THIS IS BECAUSE THERE IS NO POSITION FOR A SERGEANT MAJOR ON ROTC DUTY.

NOW, I BELIEVE THERE ARE IN THE 6TH ARMY APPROXIMATELY THIRTY-FIVE E-9'S IN THE SERGEANT MAJOR SLOT. THE ONLY POSITION REQUIREMENT THERE IS FOR SERGEANTS MAJOR, IS WHERE THERE IS A MULTIPLE SCHOOL WHERE THEY HAVE SEVERAL 8'S AND 6'S, ETC., TO SUPERVISE.

AS FAR AS COMMON SPECIALIST SCHOOLS ARE CONCERNED, AT THE TRAINING CENTER I WAS THE FIRST ONE THAT WAS ASSIGNED TO FORT JACKSON—THEN FOR A VERY BRIEF PERIOD OF TIME, ABOUT TEN DAYS, I WAS SURPLUS. ULTIMATELY I GOT OUT TO THE 6TH ARMY. I WENT TO FORT ORD AND WAS THE FIRST ONE THERE OF THE E-9 BREED (GRADE) IN THE COMMON SPECIALIST SCHOOL. THEY DIDN'T KNOW WHAT TO DO WITH ME. THEY PUT ME OUT THERE AS CHIEF INSTRUCTOR. AGAIN THEY SAID "WE ARE SHORT OF OFFICERS. YOU ARE AN E-9, YOU ARE A 643, WE ARE GOING TO MAKE YOU TAKE THE PLACE OF THE OFFICER." THIS IS FINE. SO I TOOK THE PLACE OF AN OFFICER, BUT I STILL COULD NOT SAY A THING ABOUT MY INSTRUCTORS OF WHICH I STARTED WITH 93 AND WOUND UP WITH ABOUT 50 OF THEM EXCEPT BETWEEN THE PERIOD OF SEVEN O'CLOCK IN THE MORNING AND 1700 IN THE AFTERNOON. WHAT THEY DID AFTER THAT I HAD NO CONTROL OVER THEM. IN FACT, THE 1ST SERGEANT, THE COMPANY COMMANDER, CALLED ME A COUPLE OF TIMES ABOUT JACKING THEM UP ABOUT THEIR UNIFORM APPEARANCE. AGAIN, THERE IS NO PLACE FOR A SERGEANT MAJOR IN A COMMON SPECIALIST SCHOOL. AS A SIDELINE TO THAT WHEN THEY DECIDED TO MAKE THE FOOD SERVICE MAN A SERGEANT MAJOR POSITION SUDDENLY I FOUND OUT THAT THE HIGHEST RANKING 941 AT THAT TIME WAS AN E-8 AT FORT LEE AND THEY DECIDED NOT TO HAVE A SERGEANT MAJOR AT THE FOOD SERVICE SCHOOL AT THE TRAINING CENTER, AT LEAST THIS IS WHAT I WAS TOLD.

SO, I THINK WE HAD AMPLE EVIDENCE THIS MORNING OF WHERE POSSIBLY WE SHOULD NOT HAVE PEOPLE IN STAFF POSITIONS CALLING THEMSELVES SERGEANTS MAJOR AS SUCH. IT MIGHT BE AN ANSWER TO A FEW OF THE QUESTIONS OR INQUIRIES THAT CAME UP ABOUT "WHY CAN'T THEY HAVE A SERGEANT MAJOR CONFERENCE" AND LET THE ARMY OR SOME OF THE SUBORDINATE COMMANDS PLAY HOST AND PAY THEIR TDY AND WHAT NOT. I FEEL THAT WE AS E-9'S IN MY POSITION SHOULD BE ABLE TO ATTEND SOMETHING LIKE THIS ON INVITATION, BUT THE COMMAND SERGEANTS MAJOR SHOULD BE THE COMMAND SERGEANTS MAJOR. THIS SUMMER I WENT BACK TO THE BASIC ROTC CAMP AT FORT KNOX. I WAS NEVER SO AMAZED IN ALL MY LIFE TO HEAR THE GRIPING AND BELLY-ACHING, THAT THE E-9'S WITH A CONSIDERABLE AMOUNT OF SERVICE WERE COMPLAINING ABOUT BEING FORCED TO TAKE ROTC DUTY. I HAVE BEEN ON FOUR DIFFERENT ASSIGNMENTS ON ROTC DUTY AND NEVER

HAVE I BEEN FORCED, OR NEVER HAVE I HEARD OF ANYBODY BEING FORCED TO TAKE ROTC DUTY. I HEARD OF ABOUT FIVE OF THEM AT FORT KNOX. THESE ARE PEOPLE THAT CAME TO THE BASIC COURSE. I ALSO HEARD THE COMMENT MADE, WHEN I GOT BACK TO 6TH ARMY ABOUT THE GRIPING AND I CAN ONLY SPEAK IN GENERALITIES BECAUSE I ONLY GOT THE WORD THAT I WAS COMING TO THIS CONFERENCE ABOUT THREE DAYS AGO. IF I COULD I WOULD MAKE A STUDY ON THIS THING, BUT THERE ARE VERY FEW HAPPY E-9 SERGEANTS MAJOR ON CIVILIAN COMPONENT DUTY AND THE ONLY ONES HAPPY AT FORT ORD WERE IN THE COMMON SPECIALIST SCHOOL WHEN I LEFT THERE. THEY WERE HAPPY BECAUSE THEY MADE THE E-9 GRADE WITH THE PAY, NOT SO MUCH THE SERGEANT MAJOR TITLE.

SO, I WOULD LIKE TO SAY IN DEFENSE OF GETTING BACK TO LET THE CHIEF MASTER SERGEANTS KEEP THIS AND LET THE COMMAND SERGEANT MAJOR HAVE THE WREATH. I KNOW I AM PUTTING MY HEAD ON THE BLOCK WITH THE STAFF PEOPLE BUT THAT IS THE WAY I FEEL ABOUT IT.

COL JONES—ACTUALLY, YOUR QUESTION FALLS INTO TWO CATEGORIES, STRIPE CHANGE AND, OF COURSE, ASSIGNMENT PROCEDURES.

LET'S TURN TO THE GOOD COLONEL FOX FOR THE ANSWER TO THE SERGEANT'S STRIPE CHANGE.

COL FOX—I HAVE A VERY WELL MONITORED GROUP—I FEEL I SHOULD BE VERY CAREFUL ABOUT WHAT I SAY.

THE ARMY UNDERSTANDS THE REQUIREMENTS, SERGEANT, TO HAVE OUR E-9 NOMENCLATURE A LITTLE MORE DESCRIPTIVE OF THE SITUATION. HOWEVER, THE SUSPENSION OF THE NEW INSIGNIA SYSTEM, WHILE IT HAS STOPPED THE IMPLEMENTATION, IT HAS NOT STOPPED THE WORK ON IT. THE CHANGE IS INDEFINITELY SUSPENDED BECAUSE WE JUST DON'T HAVE THE DATE AT WHICH TIME SOMETHING NEW WILL TRANSPIRE.

REST ASSURED THAT AS THE EXAMINATION PROCEEDS AND AS THE MASTER STUDY IS PROCESSED THAT THAT WILL BE ONE OF

THE PRIME AREAS TO BE ADDRESSED. I CANNOT GIVE YOU ANYTHING MORE DEFINITIVE THAN THAT, BUT ORIGINALLY, AS YOU KNOW, BECAUSE YOU QUOTED IT, THERE WAS TO BE A DELINEATION IN THE E-9 GRADES. IS THIS SATISFACTORY?

SMAJ ROCHE—NO SIR, IT IS NOT. QUOTING THE ARMY TIMES, AND THE ARMED FORCES JOURNAL, I DON'T THINK, AND I WOULD LIKE TO BE CORRECTED IF I AM OUT OF ORDER, BUT I DON'T BELIEVE I RECALL SEEING ONE ITEM IN ANY PUBLICATION OR ANYTHING AT ALL PUT OUT BY DA OR BY OFFICIAL OR UNOFFICIAL MEANS WHERE A SERGEANT MAJOR COMPLAINED ABOUT THE CHANGE OF THE STRIPES FOR THE E-9 GRADE. NOW, THEY HAVE THE STRIPES AND THE TITLES OF THE E-7'S AND E-8'S. NOW WHY THEY CAN'T BE GIVEN STRIPES FOR THE E-9 I DON'T KNOW. MAYBE THERE IS SOMEBODY HERE THAT CAN SUPPORT THE SERGEANT MAJOR TITLE FOR CHIEF CLERK. I WAS CHIEF CLERK IN THE SECRETARY'S GENERAL STAFF AND, I DON'T KNOW, I CAN'T FIND JUSTIFICATION FOR IT.

SMAJ VINESTRO (WESTERN MARYLAND COLLEGE)—I FEEL THIS IS JUST A PHASE THAT WE HAVE TO GO THROUGH. I WAS ASSURED BY DA THAT THEY WOULD GET ME OUT IN A FEW YEARS BUT I THINK I WAS A SERGEANT MAJOR FIRST. JUST BECAUSE I AM IN ROTC DUTY NOW DOESN'T MEAN I AM NOT A SERGEANT MAJOR NOR DO I FEEL THAT A LIEUTENANT COLONEL, BE IT G-2 OR 3, SHOULD NOT BE CALLED A LIEUTENANT COLONEL JUST BECAUSE HE IS NOT IN COMMAND OF A BATTALION. ARE WE GOING TO CALL THE LIEUTENANT COLONELS REBELS (?) AND PAINT THEIR INSIGNIA BLACK? WHAT GRADE SHOULD WE HAVE FOR THEM? I THINK YOU ARE IN ROTC DUTY. I THINK YOU MAY HAVE DIFFERENT TD'S IN 6TH ARMY AND 2D ARMY. THE MOS IS 115, 113 OR WHATEVER IT IS IN THE NEW SYSTEM. YOU MAY COME FROM A BATTALION, FROM A DIVISION, A SERGEANT MAJOR POSITION, AND END UP ON ROTC DUTY. DOES THAT MEAN YOU SHOULD TAKE OFF THE STRIPES AND YOUR TITLE?

SMAJ ROCHE—IN ANSWER TO YOUR QUESTION—YES. WE HAVE A 1ST SERGEANT WHO WAS A 1ST SERGEANT AT FORT ORD. HE PUT IN FOR RESERVE COMPONENT DUTY AND HE GOT IT. HE TOOK OFF HIS DIAMOND AND EVERYTHING EXCEPT ONE UNIFORM. HE WAS ABLE TO WEAR IT TO SUMMER CAMP THIS PAST SUMMER AT FORT

LEWIS. HE IS PROUD OF THAT DIAMOND AND HE WOULD LOVE TO HAVE IT BACK BUT HE LIKES HIS ROTC ASSIGNMENT BETTER. THEREFORE, HE SHOULD WEAR THREE UP AND THREE DOWN AND NOTHING IN THE CENTER. NOW, WHEN AN E-7 IS A PLATOON SERGEANT HE IS A PLATOON SERGEANT. WHEN HE IS A SERGEANT 1ST CLASS HE IS A SERGEANT 1ST CLASS. IN OTHER WORDS, WHEN AN E-7 HAS COMMAND HE IS A PLATOON SERGEANT. WHEN HE DOESN'T HAVE COMMAND HE IS SERGEANT 1ST CLASS. THE SAME THING GOES FOR E-8'S. WHEN HE HAS A COMMAND POSITION HE IS A SERGEANT 1ST CLASS— WHEN HE DOESN'T HE IS A MASTER SERGEANT. IN OTHER WORDS, IF I INTEND TO GO ON WITH MY ASSIGNMENT ON CIVILIAN COMPONENT DUTY AND THEY PUT ME IN AS A COMMAND SERGEANT MAJOR I AM GOING TO BE A COMMAND SERGEANT MAJOR AND I FEEL I WILL BE CAPABLE OF DOING IT— BUT I HOLD THAT POSITION IN SUCH ESTEEM THAT I AM DEGRADING IT AS FAR AS I AM CONCERNED.

YOU CAN SAY THIS IS MY PERSONAL OPINION AND MAYBE THERE IS SOMETHING I CAN DO ABOUT IT, BUT I CAN'T DO MUCH ABOUT IT WHEN I HAVE A FULL COLONEL TELLING ME THAT I DON'T HAVE ANYTHING TO SAY ABOUT IT. I JUST SPEAK IN GENERALITIES, BUT I FEEL I CAN GET THIS BACKED UP BY AT LEAST FIFTY OR SEVENTY-FIVE PERCENT OF THOSE WHO HAVE ROTC OUT IN THE 6TH ARMY. AT THE PRESENT TIME THEY ARE DISSATISFIED WITH THEIR POSITION AS SERGEANT MAJOR, THAT IS, BY THE TITLE.

SMAJ MASHBURN—SERGEANT CREEN—IS SERGEANT MAJOR OF BANDS. WE NOW HAVE 9 OTHER SERGEANTS MAJOR IN BANDS, ONE IN CHARGE OF THE TROMBONE SECTION WITH SIX MEN UNDER HIM, HE IS CALLED A SERGEANT MAJOR THE SAME AS I AM WHO HAVE 1192 PEOPLE TO MANAGE, SIR.

SMAJ SHULLENBERGER (T AND E COMMAND)— WE JUST COMPLETED A CONFERENCE ON THAT AT ABERDEEN PROVING GROUND. THIS IS ONE OF THE SUBJECTS THAT WE BROUGHT UP. WE ARE WITH YOU, THAT THE COMMAND SERGEANT MAJOR OR THE TRADITIONAL UNIT SERGEANT MAJOR SHOULD BE DISTINCT FROM A CHIEF MASTER SERGEANT OR THE OTHER E-9'S. TO REVERT BACK TO THE TRADITIONAL 3-ROCKER MASTER SERGEANT LET HIM KEEP THE THREE ROCKERS.

HE USED TO BE THE OUTFIT SENIOR NCO. DON'T TAKE THAT AWAY FROM HIM, AND CREATE TWO NEW INSIGNIA FOR THE NEW E-8s AND E-9s, AND DISTINGUISH BETWEEN THE E-9s, BETWEEN THE SERGEANT MAJOR, WHATEVER HE MIGHT BE, BECAUSE THERE IS A DISTINCT DIFFERENCE. THERE WERE FIFTEEN SERGEANT MAJORS FROM ALL OVER THE WORLD, PANAMA, ALASKA, AND CALIFORNIA, ALL OVER. THAT WAS ONE OF THE UNANIMOUS CONCLUSIONS THAT CAME OUT OF THIS CONFERENCE, THAT WE SHOULD DISTINGUISH.

WHILE I HAVE THE FLOOR, SIR, I WOULD LIKE TO ADD ONE MORE THING.

ON THIS DA CONTROLLED PROMOTION ON E-8s AND E-9s, WE TOOK THIS UP WITH GENERAL SUTHERLAND ORIGINALLY. WE CAME UP WITH THE TOP THREE GRADES, PROMOTION TO 7s, 8s AND 9s, BUT AFTER DISCUSSING IT WITH THE GENERAL WE HAD NOT TAKEN A COMMAND POSITION, AND RECOMMENDED TO DA THAT THEY IMPLEMENT PROMOTION POLICIES FOR E-8s AND E-9s.

COL JONES—THANK YOU.

MAY I SAY ABOUT THE STRIPE CHANGE THAT WE ARE NOT GOING TO RESOLVE THESE THINGS HERE TODAY. I THINK YOU REALIZE THAT. THERE IS EXTENSIVE STUDY UNDER WAY. WHEN IT WILL BE COMPLETED I DO NOT KNOW, BUT WE WILL KEEP YOU ADVISED ON IT AS MUCH AS POSSIBLE. RIGHT, COLONEL FOX?

COL FOX—THAT IS RIGHT.

COL JONES—WITH RESPECT TO CENTRALIZED PROMOTIONS FOR E-8s AND E-9s, WE THANK YOU FOR THE COMMENT AND WE WILL TAKE IT UNDER ADVISEMENT.

GENERAL WOOLNOUGH—ON THE STRIPES, I THINK ONE THING CERTAINLY HAS COME OUT AND I AM DELIGHTED IT HAS. ANY WAY WE GO ON THIS SOMEBODY IS GOING TO BE UNHAPPY. WE WILL DO OUR BEST TO MAKE AN ADJUSTMENT WHEN THE TIME COMES. WE WANT YOUR VIEWS. I LIKE TO HEAR DISAGREEMENTS BECAUSE IT BRINGS OUT THE DIFFERENT FACETS WHEN WE HAVE TO MAKE DECISIONS.

COL JONES—NEXT QUESTION.

SMAJ MEACHAM—IAM SERGEANT MAJOR MEACHAM, ARMY ORDNANCE GUIDED MISSILE SCHOOL, REDSTONE ARSENAL.

OUR PROBLEM IS BEQS. I THINK THIS IS ONE SUBJECT THAT WE WON'T HAVE ANY CROSSED ARGUMENTS ON. THERE HAVE NOT BEEN ADEQUATE BEQS AT ANY INSTALLATION I HAVE EVER BEEN AT FOR SENIOR NCOs. THIS IS ESPECIALLY TRUE AT THE SERVICE SCHOOLS. WE HAVE PEOPLE COMING IN FOR ANYWHERE FROM EIGHT WEEKS TO AN EXCESS OF ONE YEAR. THESE PEOPLE, SENIOR ENLISTEDS, ARE SEPARATED FROM THEIR FAMILIES AND LIVING IN SIX, EIGHT AND TEN-MEN SPACES. THIS IS, WE FEEL, NOT RIGHT.

GEN SEEDLOCK—IT'S JUST A QUESTION OF DOLLARS, SERGEANT, I COULND'T DISAGREE WITH YOU. WE DO THE BEST WE CAN UNDER THE AUTHORITIES AND FUNDS MADE AVAILABLE. I DON'T KNOW—PERHAPS THERE ARE SOME OTHER COMMANDS REPRESENTED HERE WHO HAVE SOLVED THIS PROBLEM.

SMAJ BENNETT (USARPAC)—NO MATTER WHAT HAPPENS AT YOUR LOCAL COMMAND, AT INDIVIDUAL POSTS, IT IS NOT HELPING THE ENTIRE ARMY. NO MATTER WHAT WE CAN DO OR WHAT WE CANNOT DO AT FORT SHAFTER OR SCOFIELD, HAWAII, THE STANDARDS WOULD BE DIFFERENT, BECAUSE THEY HAVE MORE FACILITIES AT SCOFIELD THAN AT SHAFTER. WHAT WE CAN DO IS APPROACH THE COMMANDER THROUGH THE GENERAL STAFF JUST LIKE YOU DO FOR BACHELOR OFFICER QUARTERS. SAY THESE ARE THE STANDARDS FOR BACHELOR ENLISTED QUARTERS, THIS IS WHAT SHOULD BE PLACED IN ONE ROOM AND SEND IT OUT TO THE FIELD. I HAVE A FACT SHEET ON IT WHICH I SUBMITTED. SEND IT TO THE FIELD AND THE COMMANDER KNOWS WHAT IS SUPPOSED TO BE IN A BEQ. BASED ON HIS RESOURCES HE CAN FILL THE STANDARDS THAT DA PUBLISHES. I THINK THAT IS THE MEAT OF IT. IF I TAKE CARE OF FORT SHAFTER THAT DOESN'T TAKE CARE OF ABERDEEN OR FORT MYER WHERE I AM LIVING NOW WHICH IS A TERRIBLE PLACE.

SMAJ MEACHAM—WE ARE NOT FIGHTING—WE ARE IN AGREEMENT WITH YOU.

SMAJ BENNETT—DA SHOULD PUBLISH A STANDARD. IF THE COMMANDER HAS ANY BACHELOR ENLISTED PEOPLE HE HAS A STANDARD TO FOLLOW. BASED ON HIS RESOURCES HE CAN SUPPLY IT. IT IS AS SIMPLE AS THAT.

VOICE—I WOULD LIKE TO SAY SERGEANT MAJOR BENNETT IS OCCUPYING THE ONLY BEQ IN FORT MYER. IT CONSISTS OF FOUR ROOMS AND A SMALL SITTING ROOM. REGARDLESS OF WHAT I TELL THE POST COMMANDER THE STANDARD SHOULD BE, THERE IS NO PLACE AVAILABLE OVER THERE. SO, AS THE GENERAL POINTED OUT, THERE ARE NO DOLLARS TO CONSTRUCT AND BUILD NEW QUARTERS FOR JUNIOR OFFICERS AND SENIOR ENLISTED PERSONNEL.

GENERAL SEEDLOCK—THIS IS BEING ADDRESSED IN THIS PLAN, TOO, FOR MDW, BUT THE OTHER POINT I WOULD LIKE TO MAKE IS, AS THEY HAVE BOTH SAID, WHEN THE COMMANDER IS FACED WITH THE PRIORITY IN HIS OWN COMMAND HE HAS SO MUCH RESOURCES TO ACCOMPLISH THE MISSION. THIS IS THE OTHER PART OF THE PROBLEM. THE DA CANNOT STEP IN — WE CAN PRESCRIBE STANDARDS, BUT WHEN HE GETS SO MANY RESOURCES WHY SOMETHING MIGHT HAVE TO GIVE.

I WOULD HOPE IN THIS CASE IT WOULDN'T BE THE BEQ THAT HAS TO GIVE. SOMETIMES IT WILL PROBABLY HAVE TO BE THAT, BUT WE DON'T KNOW.

WE WILL CERTAINLY GIVE IT HIGH PRIORITY, SIR.

SMAJ BENNETT—MAY I INJECT ONE COMMENT?

AS GEN WOOLNOUGH KNOWS, I HAVE TRAVELED ALL OVER THE PACIFIC COMMAND. I HAVE HAD MANY PEOPLE ASK ME "WHAT ARE THE STANDARDS FOR BEQS? I CAN GO TO A REGULATION AND SEE WHAT THE BOQ STANDARDS ARE, BUT THERE ARE NONE, AND THE COMMANDER -- HE JUST DOESN'T KNOW WHAT TO PUT IN IT.

COL JONES—THANK YOU, SERGEANT MAJOR BENNETT. THE NEXT QUESTION.....

SMAJ NUNAN—I HAVE TWO THINGS IN AN ENTIRELY DIFFERENT VEIN. WE HAVE GOT MORE OR LESS A CRASH PROGRAM FOR OFFICER CANDIDATE SCHOOL. I THINK WE COULD EXPEDITE THE PROCESSING OF APPLICATIONS FOR OCS IF WE WOULD ORGANIZE TEAMS SIMILAR TO THE AIRBORNE RECRUITING TEAMS WHICH TRAVEL FROM ONE POST TO ANOTHER. IN MANY CASES THE PEOPLE IN THE LOWER ECHELONS DON'T UNDERSTAND ALL OF THE REQUIREMENTS AND SOME DETAILS IN OCS APPLICATIONS. UNFORTUNATELY THEY RICOCHET BACK AND FORTH FOR CORRECTION, ADDITIONAL INFORMATION ETC. AND I THINK THAT PERHAPS THE DEPARTMENT OF THE ARMY IS WAY AHEAD OF ME ON THIS, BUT I THINK CONSIDERATION SHOULD BE GIVEN TO POSSIBLY SENDING TEAMS TO EACH POST AND POSSIBLY EVEN A BOARD TO INTERVIEW CANDIDATES — A SMALL MEDICAL TEAM TO GIVE THEM THEIR PHYSICAL ON THE SPOT AND A SMALL ADMINISTRATIVE TEAM TO PROCESS THE APPLICATION. I HAVE KNOWN SOME CASES WHERE IT'S BEEN A MATTER OF SEVERAL MONTHS BEFORE THE APPLICATION COULD REACH THE PLACE WHERE A DECISION WOULD BE MADE WHETHER THE MAN WOULD BE ACCEPTED OR NOT.

SMAJ GENORING—MAY I INTERJECT A COMMENT—SERGEANT MAJOR GENORING—US ARMY RECRUITING COMMAND. WE DO HAVE 22 TEAMS THAT ARE IN THE FIELD NOW. INITIALLY THEY ARE VISITING NON-ROTC COLLEGES AND THE PROGRAM HAS BEEN INITIATED AND THEY HAVE BEEN ORIENTED AT THE ADQUARTERS, FORT MONROE. IF YOU HAVE ANY LEADS OR ANY QUESTIONS REGARDING THE OCS CANDIDATE PROGRAM CONTACT THE NEAREST RECRUITING DISTRICT COMMANDER AND THEY WILL PICK UP THE BALL FROM THERE.

SMAJ NUNAN—THIS IS NOT QUITE IN LINE WITH WHAT I HAD IN MIND WHICH IS THE ACTUAL PREPARATION OF THE PAPER WORK INVOLVED ON THE OCS APPLICATIONS. IN MANY CASES WE HAVE GOT PEOPLE AT THE LOWER ECHELONS. THE APPLICATION STARTS IN THE COMPANY. THEY HAVE LEFT OUT ONE ITEM, SUB-PARAGRAPH 9 OF PARAGRAPH 7, AND IT IS RETURNED FOR ADDITIONAL INFORMATION OR THE MEDICAL 88 OR 89 IS NOT COMPLETE OR A STATEMENT ON THE NATIONALITY OF HIS GRANDFATHER IS NOT IN ACCORDANCE WITH A CERTAIN REQUIREMENT AND BECAUSE IT IS RETURNED FOR CORRECTION THE CORRECTION IS MADE AND IT REACHES THE NEXT HIGHER LEVEL. I REALIZE THIS IS AN ADMINISTRATIVE PROBLEM WHICH POSSIBLY EVERYBODY SHOULD BE

FAMILIAR WITH, BUT I KNOW THAT IN MANY CASES THE OCS APPLICANT GETS DISCOURAGED AND WILL FAIL TO COMPLETE HIS PAPERS OR BECOME DISCOURAGED ON HIS APPLICATION AND WITHDRAW IT AND I THINK A TEAM THAT HAS THE LATEST INFORMATION, WITH THE CONSTANT CHANGES BEING CRANKED INTO THE PREREQUISITES FOR PHYSICALS, TIME ELEMENTS, SUSPENSE DATES, ETC. I THINK THAT MIGHT BE WORTHY OF CONSIDERATION, SIR.

COL JONES—GEN IZENOUR, WOULD YOU LIKE TO ADD ANYTHING TO THIS FROM THE REQUIREMENTS STANDPOINT?

GEN IZENOUR—OF COURSE, IT'S ALL A MATTER OF GETTING THE PEOPLE TO DO ALL THIS. WHEN WE GET PEOPLE TO GO OUT ON A TEAM, AS YOU HAVE INDICATED, WE ALMOST HAVE TO HAVE A TEAM FOR EACH POST, CAMP AND STATION IN ORDER TO GET THE NUMBERS OF PEOPLE THAT WE REQUIRE RIGHT NOW AND, AS THE SERGEANT HAS INDICATED, CONARC HAS STARTED TEAMS OUT TO THE NON-ROTC COLLEGES WITH THIS PARTICULAR PURPOSE IN MIND.

WE WILL LOOK INTO THIS MATTER AND SEE IF WE CAN BE OF ANY HELP TO YOU, BUT WE WOULD HAVE THE PROBLEM OF GETTING JUST THE NUMBER OF PEOPLE REQUIRED FOR THIS PARTICULAR TYPE OF OPERATION.

GEN WOOLNOUGH—I THINK THIS IS JUST A LITTLE BIT LIKE THE OJT BUSINESS. I DON'T REALLY KNOW WHO CAN DETERMINE BETTER THAN YOU PEOPLE AND THE FIRST SERGEANTS WHO THESE YOUNG SOLDIERS ARE. THAT IS WHY I MENTIONED IT IN MY TALK—THAT YOU PEOPLE HAVE THE QUALIFICATIONS NECESSARY. I WANTED TO EMPHASIZE THAT BECAUSE IT IS TREMENDOUSLY IMPORTANT. WE ARE FALLING SHORT IN OUR OFFICER REQUIREMENTS. WE ARE FALLING SHORT IN OUR WARRANT OFFICER PILOT TRAINING REQUIREMENTS. THESE ARE THE TWO THINGS THAT WITH THE BUILD-UP IN THE ARMY ARE WAY UP OUT OF PROPORTION TO THE OTHER THINGS. THERE ARE SHORTAGES IN COMMUNICATION ENGINEERS, BUT THOSE TWO THINGS HAVE BEEN THE SUBJECT OF PERSONAL EMPHASIS OF THE CHIEF OF STAFF AND GENERAL FREEMAN IN CONARC, AND THEY ARE GOING TO CONTINUE TO BE BECAUSE HERE IS WHERE WE CAN REALLY FALL ON OUR FACE.

SO WE WILL USE EVERYTHING WE CAN. WE WILL CERTAINLY TAKE THAT UNDER ADVISEMENT. IT IS FROM YOU GENTLEMEN AT UNIT LEVEL THAT WE REALLY GET THE CRUX OF THIS PROGRAM ON THE ADMINISTRATION. AGAIN, I WILL TURN IT BACK TO YOU. THIS IS ESSENTIAL. A 1ST SERGEANT CAN SEE WHETHER THE THINGS THAT GO ON OUT IN HIS COMPANY ARE THE WAY THEY OUGHT TO BE. THERE IS NOTHING DATA PROCESSING CAN DO TO CORRECT AN ERROR IN THE DOPE THAT GOES INTO THE MACHINE.

COL JONES—THANK YOU SIR.

NEXT QUESTION.

SMAJ (CONARC)—SIR, THE GENERAL MENTIONED DATA PROCESSING. THAT BRINGS UP TWO SUBJECTS. ONE IS THE CIVILIAN REQUIRED SKILLS AND THE OTHER ONE IMMEDIATELY AVAILABLE PERSONNEL.

I THINK WITH ALL THE EMPHASIS ON THE DATA PROCESSING THROUGHOUT THE ARMY NOW, AND THROUGHOUT THE WORLD, THAT ON THE CIVILIAN REQUIRED SKILLS IF WE TAKE THAT ONE STEP FURTHER, INSTEAD OF JUST IDENTIFYING THEM AS 74A, WHICH ENCOMPASSES YOUR PROGRAMMER, MACHINE OPERATOR, AND CONSOLE OPERATOR. IF WE TAKE THAT ONE STEP FURTHER AND IDENTIFY HIM IN THE PARTICULAR AREA THAT HE IS IN, OFTENTIMES WE GET A BASIC IN WITH A 74A, AND HE IS ACTUALLY A QUALIFIED PROGRAMMER AND WORKS WITH ONE OF THE BIG COMPANIES. AT THE PRESENT TIME I HAVE TEN 74A'S ON THE WAY IN. I DON'T KNOW WHETHER THEY WILL BE A CONSOLE OPERATOR OR QUALIFIED PROGRAMMER UNTIL THEY ACTUALLY GET THERE. MAYBE I WILL GET MORE PROGRAMMERS WHEN I NEED REGULAR MACHINE OPERATORS.

THE SECOND THING ON THE IA, IMMEDIATELY AVAILABLE PERSONNEL, I DON'T THINK THE PROBLEM IS PECULIAR WITH JUST CONARC HEADQUARTERS IN OUR DATA PROCESSING FIELDS. I BELIEVE THAT ALL OF OUR DP AREAS REQUIRE SECURITY REQUIREMENTS. OFTENTIMES ON THE IA THERE IS NOT SUFFICIENT INFORMATION AVAILABLE TO LET YOU OR THE ORGANIZATION KNOW THAT THE INDIVIDUAL IS NOT CLEARABLE. CONSEQUENTLY YOU GO IN ONE DAY AND CHECK HIS RECORDS — YOU CAN'T USE HIM. YOU

YOU HAVE TO TURN AROUND AND REPORT HIM SURPLUS.

GEN BEVERLY—ON THE CIVILIAN REQUIRED SKILLS, AS YOU KNOW, A NEW AUTOMATED TRAINEE PROGRAM IS BEING SET UP IN NOVEMBER. WE WILL BE BETTER ABLE TO IDENTIFY CIVILIAN REQUIRED SKILLS THAN WE ARE NOW. WE DO OUR DARNDDEST TO IDENTIFY THEM. HOWEVER, SOME OF THE PEOPLE WHO HAVE CIVILIAN REQUIRED SKILLS, WE HAVE TO PUT INTO OTHER MOSs BECAUSE WE ARE RUNNING CRITICALLY SHORT IN CERTAIN MOSs. THESE MEN ARE QUALIFIED TO GO INTO THAT TRAINING SO WE HAVE TWO PROBLEMS THERE. ONE IS IDENTIFICATION AND MANUALLY WE ARE DOING IT NOW. WE WILL BE ABLE TO DO IT BETTER BY TAPE STARTING IN NOVEMBER. SECONDLY, WE HAVE TO FILL OUR CRITICALLY SHORT MOSs WITH SOME OF THE CIVILIAN REQUIRED SKILL — PERSONNEL QUALIFIED FOR THAT TRAINING. WE ARE STILL WORKING ON IT.

ON THE IMMEDIATELY AVAILABLE ONES, I AM IN THE POSITION—"I AM DAMNED IF YOU DO AND DAMNED IF YOU DON'T." YOU HAVE IMMEDIATELY AVAILABLES AND IF I DON'T GET THEM ASSIGNED FAST ENOUGH THEN I GET SKINNED. IF I HOLD THEM TOO LONG TRYING TO FIND A JOB FOR THEM I GET SKINNED SO I AM IN THE MIDDLE TRYING TO ASSIGN THIS MAN' AND HE IS UNHAPPY, HE WANTS TO BE ASSIGNED. SO THERE AGAIN AS FAR AS THE OVERSEAS COMMANDS ARE CONCERNED WE KNOW THE QUALIFICATIONS OF THE MAN AND WE KNOW THEIR REQUISITIONS, WE CAN MATCH THAT MAN AGAINST THE REQUISITION AND AWAY HE GOES. WE HAVE THE QUALIFICATIONS BUT ON THE CONARC SIDE WE HAVE TO GO TO YOU AND ASK WHERE YOU WANT THIS MAN ASSIGNED BECAUSE WE ARE NOW ON THE LINE-ITEM REQUISITIONING SYSTEM.

THE SECURITY PROBLEM IS A PROBLEM THAT HAS AFFECTED US THROUGHOUT ALL OF OUR OPERATIONS. AS WAS MENTIONED IN HERE, MANY OF THE SECURITY REQUIREMENTS ARE WAY TOO HIGH. WE HAVE GONE OUT TO THE FIELD THREE TIMES IN MY YEAR HERE ASKING THAT THEY REVIEW ALL SECURITY REQUIREMENTS TO BRING THEM DOWN. TOP SECRET? WE HAD A TREMENDOUS NUMBER OF TOP SECRET REQUIREMENTS. A MAN WAS DOING A JOB AND "CONFIDENTIAL" WAS ALL HE HAD TO HANDLE. COOKS CAN HAVE "TOP

SECRET." WHY IN THE WORLD SHOULD A COOK BE "TOP SECRET"? BECAUSE HE SERVES MEN WHO ARE WORKING ON "TOP SECRET" MATERIAL AND HE COULD OVERHEAR THEIR DISCUSSIONS AT THE TABLE. THIS IS THE EXPLANATION WE GET.

WE HAVE ASKED THE COMMANDERS WORLD WIDE THROUGH MY QUARTERLY NEWS LETTER TO DOWNGRADE AS MUCH AS POSSIBLE THE SECURITY REQUIREMENTS. WE ARE ALSO STARTING THIS NEW SYSTEM OF NAC'S. I THINK IT IS GOING TO HELP US OUT TREMENDOUSLY. EVERY MAN COMING IN WILL HAVE A NAC. SO THE SECURITY IS A TREMENDOUS PROBLEM TO ME AND WE ARE ATTACKING IT FROM EVERY POSSIBLE ANGLE.

SMAJ POE—SIR, I HAVE A QUESTION. MAYBE IT IS JUST FOR CLARIFICATION. LAST YEAR WE BROUGHT IN SOMEONE WITH AN MOS ON NCO MESS MANAGEMENT. I SEE IN YOUR HANDOUT YOU HAVE NOW ORDERED AN IDENTIFYING LETTER FOR NCO MESS MANAGERS. MY QUESTION IS THIS. IF YOU HAVE A MAN WHO IS IN AN NCO CLUB AS EXECUTIVE SECRETARY, MAYBE DOING A MILLION AND A HALF DOLLARS A YEAR BUSINESS, AND HE IS 717 OR 716, DO WE HAVE THE AUTHORITY TO CHANGE THAT MOS SINCE THE 941 IS THE PREDOMINANT FACTOR IN HIS FIELD?

COL JONES—COLONEL FOX, THIS SOUNDS LIKE SOME OF YOUR DOINGS.

COL FOX— YOU CAN'T GET A SIMPLE ANSWER "YES" OR "NO" ON A PROBLEM LIKE THIS BUT THE IDENTIFIER WAS DEVELOPED BECAUSE WE RAN INTO THE REQUIREMENT FOR MOSs TO WORK IN VARIOUS TD CLUBS AROUND THE WORLD. SO, AS A CONSEQUENCE, YOU NOT ONLY HAVE A PROMOTION AND A PAY PROBLEM AND AN IDENTIFICATION PROBLEM WITH THE IDENTIFIER, BUT THEN YOU ARE ALSO FACING A RECLASSIFICATION PROBLEM AND A RETAINABILITY PROBLEM. A COMMANDER STILL HAS THE RIGHT TO RECLASSIFY OR JUSTIFY. IF YOU HAVE A 716 WORKING IN A CLUB THEN THIS IS IMPROPER UTILIZATION OF PERSONNEL. YOU SHOULD NOT HAVE HAD HIM THERE TO BEGIN WITH. IF YOU HAVE A 747 THERE, YOU DO NOT HAVE A PROBLEM. IF YOU HAVE A 941 YOU DO NOT HAVE A PROBLEM BECAUSE THERE SHOULD BE NO DIFFICULTY IN YOUR COMMANDER MAKING THE RECLASSIFICATION, AFTER A 941 AND A

747. YOU SHOULD BE VERY CAUTIOUS ABOUT THE 616 BECAUSE THIS IS A MIGHTY SORE SPOT. WE HAVE HAD MORE PROBLEMS OVER THAT THAN ANY OTHER SINGLE MOS.

SMAJ POE—I AM TRYING TO PRECLUDE YOU ANOTHER PROBLEM. JUST BECAUSE HE IS A GOOD FELLOW DOES NOT MEAN HE HAS MUCH MONEY. I AM SAYING IF A MAN HAS THE PECULIAR PREREQUISITES TO BE THE EXECUTIVE CUSTODIAN OF THE CLUB, DOING A MILLION DOLLARS OR TWO MILLION DOLLARS A YEAR IN GROSS VOLUME SALES, HIS MOS THAT HE WAS TRAINED FOR IN THE ARMY SHOULD MAYBE BE DIVERTED TO A SPECIFIC CAREER FIELD SUCH AS THE AIR FORCE DOES.

I THINK WE NEED A LETTER OR DOCUMENT OF SOME SORT IN THIS HEADQUARTERS BRINGING TO LIGHT THIS NEW DIGIT THAT YOU AWARDED ON 15 AUGUST. I WAS INSTRUMENTAL IN SETTING THIS UP. I THINK WE SHOULD PUBLICIZE THIS THROUGHOUT THE ARMY, THAT WHEN YOU REASSIGN THESE PEOPLE YOU ARE GOING TO HAVE AVAILABLE CLUB MANAGERS IN YOUR SYSTEM.

SMAJ MASHBURN—THE BEST I COULD FIND TO RUN MINE WAS THE 111.

LT COL FOX—THERE IS NO PROBLEM AS FAR AS I AM CONCERNED BECAUSE HE CAN STILL BE RECLASSIFIED. YOUR QUESTION MAY RESOLVE ITSELF INTO WHETHER OR NOT HE IS IN A PRO-PAY SITUATION. YOU ARE TAKING THE MONEY AWAY FROM HIM BUT YOU CAN SAY I AM GIVING YOU MORE THAN YOU ARE GOING TO BE LOSING. IT IS THE SAME THING AS NOT BEING CONCERNED IF A MAN IS PROMOTED INTO A 1W CAREER GROUP AS DEFINITELY QUALIFIED EVEN THOUGH HE LOSES SPECIALTY PAY. SO THIS, IN ESSENCE, IS A COMMANDER'S JUDGMENT ITEM, AND TO ANSWER YOUR QUESTION SPECIFICALLY, THERE IS NO REASON WHY THIS IDENTIFIER WON'T WORK WITH ANY MOS, BUT AS FAR AS THE CLUB ITSELF IS CONCERNED YOU MUST BE CONCERNED WITH WHAT YOUR TD HAS AUTHORIZED.

AREN'T YOU TRYING TO BRING IN TOO MUCH FOR ME TO TRY TO ANSWER AT ONE WHACK?

SMAJ POE—NO, I THINK YOU ANSWERED IT, BUT I MIGHT HAVE MISINTERPRETED IT. I DON'T MEAN TO BE HOGGING THE TIME, BUT I WOULD LIKE TO GET ONE LITTLE CLARIFICATION.

IF I HAD A MAN, AS AN ILLUSTRATION A 717, AND I WANT TO GIVE HIM THIS SKILL DIGIT OR IDENTIFYING LETTER THAT IDENTIFIES HIM AS A CLUB MANAGER, THIS IS AUTHORIZED?

COL FOX—IT IS.

SMAJ POE—717? I THOUGHT IT WAS LIMITED TO 941.

COL FOX—WE ONLY PUT AN IDENTIFIER, A SPECIAL QUALIFICATION, IF IT CAN BE USED IN MORE THAN ONE MOS.

SMAJ POE—FINE, THAT ANSWERS MY PROBLEM.

SMAJ BENNETT—AS THE ORIGINATOR OF THIS FACT SHEET ON MOS, AND I WROTE THE JOB DESCRIPTION FOR BOTH JOBS, I CAN PUT ANYBODY I WANT WITH THE POST COMMANDER'S CONCURRENCE, INTO THE CLUB MANAGER'S JOB, AND IF HE IS A 111, I CAN KEEP HIM AS A 111 AND GIVE HIM THIS IDENTIFIER?

COL FOX—NO. I SAID YOU POSED FOR YOURSELF A RECLASSIFICATION PROBLEM AS SOON AS YOU PUT THE MAN IN THE JOB.

SMAJ BENNETT—THEN, YOU WOULD HAVE A PROBLEM WITH THE PROFICIENCY PAY. HE IS A GOOD CLUB MANAGER. HE MAY BE A 941. HIS PRO PAY IS NOT SO GOOD.

COL FOX—THAT IS CORRECT, BUT IF YOU ARE THE COMMANDER, YOU CAN DO IT, BUT YOU HAVE THE JUDGMENT FACTOR TO WORRY ABOUT IT.

SMAJ BENNETT—THAT IS RIGHT SIR. HIS CAREER.

COL FOX—THAT IS CORRECT.

SMAJ SEGAL—WHAT IN ESSENCE WE ARE SAYING IS THAT IF YOU HAVE A TRIPLE ONE WHEN YOU ARE PUT IN THIS POSITION AS A CLUB CUSTODIAN AND THE MOS IS CHANGED TO 941, THEN WHEN IT COMES AROUND TO ONCE A YEAR ANNUALLY TAKING THE TEST IN HIS PRIMARY HE IS GOING TO HAVE TO KNOW EVERYTHING THAT GOES INTO A MESS STEWARD'S JOB.

COL FOX—THAT'S RIGHT. HE MAY NOT MAKE IT.

VOICE—THAT IS RIGHT, SIR.

SMAJ POE—WHEN WOULD AN MOS COME UP FOR CLUB MANAGER?

COL FOX—THERE ARE TOO MANY MOSs AUTHORIZED TO MANAGE CLUBS. IT WOULD BE VERY SIMPLE, SERGEANT, IF ALL YOU HAD WAS 941s IN YOUR CLUB BUT THAT IS NOT TRUE.

SMAJ BENNETT—WHERE WOULD THE INSTANCE BE WHERE YOU WOULD HAVE MORE THAN ONE MOS FOR A CLUB?

COL FOX—IT HAS ALREADY BEEN BROUGHT UP THAT THERE ARE TWO.

SMAJ BENNETT—WELL, RIGHT NOW THE LOCAL TD PEOPLE MAKE THE TD. THEY SAY THE 941 DOESN'T KNOW ANYTHING ABOUT BOOKKEEPING PUT HIM IN 707. THE NEXT COMMANDER SAYS DIFFERENTLY.

COL FOX—OK — HE SAYS 941.

SMAJ BENNETT—WHY CAN'T THE DA COME OUT AND SAY FOR THE CLUBS THIS IS THE NUMBER AND CONSIDER A NEW MOS?

COL FOX—IN THE FIRST PLACE THERE ARE SO FEW OF THOSE ON A WORLD-WIDE BASIS THAT IT WOULD BE FOLLY FOR US TO ESTABLISH ONE MOS AS A CAREER FIELD BECAUSE IT DOESN'T EXACTLY EXIST. WE HAVE A RULE OF THUMB AND THIS ISN'T IN CONCRETE. IF WE CAN IDENTIFY FIFTY POSITIONS IN A GROWING FIELD, WE WILL CONSIDER A NEW MOS. NOW THINK

OF THAT. HOW MANY PEOPLE ARE THERE GOING TO BE IN THIS PARTICULAR CLUB SITUATION?

SMAJ BENNETT—I WOULD ENVISION AT LEAST 2,000, SIR.

COL FOX—I THINK YOU ARE VERY, VERY HIGH.

SMAJ BENNETT—THERE IS A CLUB SYSTEM THROUGHOUT THE WORLD. EVERYBODY HAS A CLUB.

COL FOX—BUT THEY ARE IN FOOD SERVICE AS A CAREER FIELD BASICALLY.

SMAJ BENNETT. THAT'S WHAT WE WANT TO DO, TAKE THEM OUT OF THIS.

COL FOX—I WOULD ENTERTAIN A JUSTIFICATION AT ANY TIME FOR A MOS OF THAT NATURE. HERE'S THE PROBLEM THAT MIGHT DEVELOP. YOU MIGHT HAVE AN ENTRY PROBLEM. FIRST, HE MAY NOT BE ABLE TO ENTER THIS MOS UNTIL HE GETS GRADE E-6 OR E-7. THEREFORE, YOU HAVE NO SUPPORTABLE BASE AT THE FIVE LOWER ENLISTED LEVELS. IF WE HAD ALL THE COOKS AND SO FORTH, WE MIGHT HAVE THE 2,000 THAT YOU ENVISION, BUT IF WE ARE LOOKING AT MANAGERS ONLY, IT IS GOING TO BE MUCH SMALLER THAN THAT.

VOICE—WHAT WOULD BE THE OBJECTION TO ESTABLISHING A DUTY MOS COMPARABLE TO THE PROGRAM FOR THE DRILL SERGEANT?

COL FOX—YOU ACTUALLY HAVE THAT DRILL SERGEANT WHATEVER HIS MOS AND THEN IDENTIFICATION OF THE CLUB MANAGERS WHATEVER HIS MOS.

COL JONES— ANY MORE QUESTIONS ON THE CLUB MANAGEMENT BUSINESS?

SMAJ (ABERDEEN)—I WOULD LIKE TO SAY ON OUR POST WE ORIGINALLY HAD 941s AND WE FOUND THAT WE WERE GETTING COOKS AND MESS STEWARDS AND SO FORTH. BUT WHAT MOSTLY

DEFINED THE JOB WAS ADMINISTRATION. SO THE BOARD OF GOVERNORS TOOK STEPS TO GET THAT CHANGED TO A 717. THAT IS WHAT WE DID AT ABERDEEN.

COL FOX—THAT IS THE SIMPLEST WAY. YOU MIGHT ALSO HAVE FINANCE INVOLVED. THAT IS A RELATED ADMINISTRATIVE AREA.

COL JONES—WE HAVE TIME FOR APPROXIMATELY TWO MORE QUESTIONS. I WOULD ADVISE YOU TO MORE OR LESS TAKE A FEW MINUTES BREAK PRIOR TO OUR LUNCHEON. I BELIEVE YOU HAD A QUESTION?

SMAJ McCHESTNEY (CDC, SPECIAL WARFARE AND CIVIL AFFAIRS GROUP)—I WOULD LIKE TO BRING UP THIS SITUATION ON THE MILITARY—CIVILIAN SUBSTITUTABILITY. THIS IS GOING TO DEVELOP INTO A REAL MONSTER AS IT PROGRESSES AND IT IS GOING TO COME ABOUT DUE TO THE FACT THAT THE GRADE CEILING IS SO LOW, IT IS GOING TO BE ALMOST IMPOSSIBLE TO FILL THESE POSITIONS WITH QUALIFIED CIVILIANS. THE SECOND THING IS THAT THE NUMBER ALLOTTED AND DESIGNATED TO BE CONVERTED INTO SOME UNITS IS TAKING IN ALL THE ENLISTED PEOPLE COMPLETELY. ONCE YOU ELIMINATE THE ENLISTED PERSONNEL FROM YOUR ARMY UNITS YOU ARE GOING TO HAVE A MORALE PROBLEM. NOT ONLY THAT, BUT AS I AM SURE YOU ARE AWARE OF THIS WILL AFFECT SOME 60,000 PROMOTIONS FOR CAREERISTS.

SO I WOULD LIKE TO RECOMMEND AT THIS TIME THAT SOME POLICY ACTION BE INITIATED AT THE DA LEVEL TO PRECLUDE THE ELIMINATION OR THE CONVERSION OF THOSE POSITIONS THAT NORMALLY ARE HELD BY NCO'S ESPECIALLY YOUR SENIOR NCO'S.

COL JONES— LET ME ANSWER PART OF YOUR QUESTION. I GIVE OUT THE MONTHLY PROMOTION ALLOCATION. I CAN ASSURE YOU THAT THIS WILL NOT IN THE IMMEDIATE FUTURE HAVE ANY IMPACT—LET ME ASSURE YOU THAT THIS WILL NOT HAPPEN. HOWEVER, FOR THE REMAINDER OF YOUR QUESTION I WOULD LIKE TO HAVE GENERAL WOOLNOUGH ANSWER YOUR QUESTION.

GEN WOOLNOUGH—I CAN'T SAY MUCH MORE THAN I SAID BEFORE. I KNOW THIS THING. I THINK I PROBABLY REALIZE IT BETTER THAN ANYONE IN THE ROOM. I AM CHARGED WITH THE STUDY OF IT AT THE MOMENT.

SMAJ McCHESTNEY—IN ITS PRESENT FORM IN MY OPINION IT IS GOING TO CREATE A SERIOUS RETENTION PROBLEM ALSO.

GEN WOOLNOUGH—WE HAVE MANY PROBLEMS. BUT I CAN ONLY ASSURE YOU GENTLEMEN THAT WE ARE CONSIDERING YOUR INTERESTS. WE KNOW THESE PROBLEMS. OUR PROBLEM NOW IS TO COME UP WITH THE ANSWER. WE WILL DO THE BEST WE CAN.

SMAJ (TEST AND EVALUATION COMMAND)—THERE HAS BEEN MUCH DISCUSSION THIS MORNING ON PROFICIENCY PAY, MOS AND SO FORTH. AT A RECENT SERGEANT MAJOR CONFERENCE WE FELT ONE AREA THAT WAS GOING TO BE DEMORALIZING WAS THIS COMPULSORY DRILL CONCEPT OF THE MOS EVALUATION SYSTEM THAT BEING THE FACT THAT YOU TAKE YOUR MOS TEST AND ATTAIN A PASSING SCORE. COMMAND AND EVALUATION COULD BE BELOW PASSING. THEREFORE YOU MIGHT FLUNK THE WHOLE TEST. AS I POINTED OUT IN THE MOS TEST MANY PEOPLE CANNOT GET THE MULTITUDE OF REFERENCES THAT ARE NEEDED TO PASS THIS TEST. ALSO, I POINTED OUT THAT MANY COMMANDERS DO NOT KNOW HOW TO RATE THEIR SOLDIERS. I HAVE ONE POINT THAT I WOULD LIKE TO BRING UP AS AN EXAMPLE. WE HAD A YOUNG SOLDIER WHO WAS TESTED IN ONE PARTICULAR YEAR IN THE MOS. HE RECEIVED A SCORE OF 127. IN A SUBSEQUENT EVALUATION THE INDIVIDUAL MATCHED IT. IT WAS QUITE EVIDENT IN THIS CASE THAT THE COMMAND AND EVALUATION BROUGHT THIS SOLDIER'S SCORE DOWN. HE ALSO LOST HIS PRO PAY. I CAN SEE NOW THERE IS GOING TO BE A BIG PROBLEM IN THE MULTIPLE CONCEPT. FOR EXAMPLE, IT IS GOING TO BE QUITE DEMORALIZING TO THE LOWER GRADES AND IT IS VERY EMBARRASSING TO A LOT OF NCOs.

COL JONES— ALL I CAN ADD TO THAT IS SIMPLY THIS— WE SAID PREVIOUSLY THE COMMAND AND EVALUATION REPORT 2166 IS UNDER REVISION. WHAT THE OUTCOME WILL BE, I DON'T KNOW.

AS FAR AS YOUR MOS EVALUATION TESTS ARE CONCERNED WE ARE AWARE OF THESE AND WE ARE ATTEMPTING TO MAKE THEM JUST AS EQUITABLE AS POSSIBLE. I HOPE THAT WE CAN CONTINUE TO COME UP WITH SOMETHING THAT WILL BE MEANINGFUL, ALLOW YOU TO BE PROMOTED, ALLOW YOU TO DRAW PROFICIENCY PAY, AND TO EQUATE THE TWO ON A SCALE THAT WILL ALLOW THE INDIVIDUAL TO BE SATISFIED IF HE PURSUES IT HIMSELF AND HE HAS AVAILABLE TO HIM THE TEST MATERIAL THAT YOU REQUESTED PREVIOUSLY.

GEN BEVERLY—I HAVE A COMMENT ON THAT. THE PURPOSE OF THE MULTIPLE HURDLE CONCEPT WAS THIS. YOU HAVE SOME MEN WHO ARE BRILLIANT, BUT AS SOLDIERS THEY ARE NOT WORTH A HOOT. YET BECAUSE OF THE SYSTEM THEY CAN PASS THE 70 AND DRAW PRO PAY, BUT THEY ARE ALWAYS IN TROUBLE. THEN YOU HAVE OTHER MEN WHO GET ALONG VERY FINE WITH THE COMMANDER—THE POLITICIAN TYPES—BUT THEY DON'T KNOW THEIR JOBS. THE OTHER SOLDIERS ALL KNOW IT AND THEY WONDER WHY IN THE WORLD DOES HE DRAW PRO PAY. WHAT WE ARE TRYING TO DO IS CUT OFF THE PEOPLE WHO ARE NOT PROFICIENT FOR ONE OF THE REASONS I AM GIVING. THEY SHOULD NOT DESERVE TO EARN THAT PRO PAY AND THAT IS WHAT IT IS GOING TO DO. IT IS GOING TO CUT OFF THOSE BOTTOM PEOPLE.

SMAJ (TEST AND EVALUATION COMMAND)—ONE OTHER THING, SIR. THERE IS NO PROVISION FOR PERSONALITY CONFLICTS OF WHICH THERE ARE MANY IN THE ARMY.

GEN BEVERLY—THAT PROBLEM IS THE EFFICIENCY REPORT. I WILL SAY THIS THOUGH THAT I HAVE LOOKED AT LITERALLY THOUSANDS OF CER'S BECAUSE THE CER HAS DISTURBED ME. AT FORT BENNING I WENT THROUGH THOUSANDS OF THEM. OUT THERE I FOUND ONE OUT OF 1,000 WITH THE REMARKS SECTION FILLED IN. THAT IS THE AVERAGE THAT I SAW. AS A RESULT OF THIS I HAD A LONG SQUIB IN MY NEWS LETTER, WHICH YOU MAY NOT HAVE SEEN, ASKING THE COMMANDERS TO SEE THAT IT IS FILLED OUT SO IT COULD HAVE SOME VALUE TO US HERE. MOST OF THE EFFICIENCY REPORTS ARE WELL ABOVE THE LOW AREA.

COL JONES—GENTLEMEN, OUR TIME IS ABOUT UP. GEN WOOLNOUGH, WOULD YOU LIKE TO MAKE A FEW CLOSING REMARKS?

GEN WOOLNOUGH—I WOULD SAY, AS HAS ALREADY BEEN SAID, IT HAS BEEN A REAL VALUABLE EXPERIENCE TO ME TO BE WITH YOU THIS MORNING. I HOPE THIS IS JUST A START. I EMPHASIZE AGAIN THE INTERCHANGE BETWEEN US. I DON'T THINK IT NEED GO ACROSS THE CHAIN OF COMMAND. IT CANNOT CUT ACROSS THE CHAIN OF COMMAND—LET ME PUT IT THAT WAY. ANY TIME YOU HAVE AN IDEA AND IT REPRESENTS YOUR OWN PERSONAL IDEAS AND YOU FEEL STRONGLY ABOUT IT, WE ARE ALWAYS READY TO ENTERTAIN IT PARTICULARLY IF WE CAN DO SOMETHING BETTER THAN WE ARE ALREADY DOING. I WANT TO FORMALIZE THIS, AND IF I CAN, I AM GOING TO SET UP A SERGEANT MAJOR IN DCSPER WHO WILL BE AN ACTION OFFICER AND HIS MAIN JOB WILL BE TO CORRESPOND WITH YOU PEOPLE AND GET YOUR IDEAS. I WOULD ADVISE YOU THAT WHEN YOU WRITE YOU ARE ALL MATURE MEN. YOU SHOULD BE ABLE TO WALK IN AND SEE YOUR COMMANDER AND TALK TO HIM ABOUT WHAT YOU ARE GOING TO SAY SO YOU ARE NOT WORKING AT CROSS-PURPOSES. BUT WE DO WELCOME YOUR IDEAS

WE WILL SEE NEXT YEAR IF WE CAN'T WORK OUT SOME WAY OF HAVING A COMBINATION OF A FORMAL SERGEANTS MAJOR CONFERENCE WITH THIS MEETING, OR WITH THE COMMANDERS' CONFERENCE, SO WE CAN GET YOU AT LESS PERSONAL EXPENSE. I CAN'T PROMISE ANYTHING ON THIS AT THE MOMENT BUT WE WILL TRY.

I HOPE YOU ENJOY THE REST OF THE MEETING AND FIND IT AS INSTRUCTIVE AS I HAVE FOUND THIS MORNING'S TO BE TO ME.

THANK YOU.

COL JONES—ONE FINAL THING. I WANT TO MAKE SURE THAT I GIVE YOU THE CORRECT INFORMATION. I BELIEVE THE LUNCHEON WILL START AT ELEVEN THIRTY DOWNSTAIRS SO PLEASE GO BACK DOWNSTAIRS AS SOON AS YOU CAN.

THE MEETING THEREUPON ADJOURNED AT 1130 HOURS.

## INFORMATION BRIEFS

Following Information Briefs provide current Department of the Army thinking on the subjects and recommendations brought out at the 1965 conference. Each suggestion sheet left after the conference is addressed by these briefs except where the brochure handed out at the conference provides the still current DA comment. For example, the suggestion to establish a universal MOS for Sergeant Major/First Sergeant is not included in this transcript because the comment given on page 4 of the handout brochure is still valid.

For those subjects indicated as being under study, significant findings or conclusions will be reported from time to time in the ARMY PERSONNEL LETTER. Some may be referred to Sergeant Major Councils for consideration prior to adopting changes in personnel policy.

INFORMATION BRIEF

DCSPER-PRD  
Lt Col Jones, 72485  
1 November 1965

SUBJECT: Recommendations from Sergeants' Major Conference of 1964

PROBLEM:

To date, what happened to all the recommendations made in good faith last year? How about a summary sheet being furnished to the Sergeants Major?

BACKGROUND:

All available evidence indicates that only the major commanders received summary sheets from the Sergeants' Major Conference last year. All Sergeants Major who attended the conference had been promised a copy. Unfortunately, action personnel involved at the time are no longer assigned to DCSPER.

COMMENT:

It is regrettable that individual Sergeants Major did not receive copies of the summary sheets, however, all of the recommendations were referred to the appropriate staff agency for action. Copies of the 1965 Sergeants' Major Conference will be sent to all Sergeants Major who attended.

OPO-EPADS  
Lt Col Hoot OX5-3546  
1 November 1965

**INFORMATION BRIEF**

**SUBJECT:** Physical Profiles

**PROBLEM:**

Personnel with 3's in their profile are assigned to combat duties. Since this category of personnel are restricted from excessive physical activity, they are a loss to their unit during field maneuvers or combat.

**BACKGROUND:**

1. Physical profiles are assigned to individuals based upon actions taken by the local medical officer, the personnel officer and the Commanding Officer. OPO, DA must accept the results of these actions and must assign and reassign individuals as they are reported to this office. OPO monitors promotions and reclassifications of senior grade personnel, and checks questionable physical status cases.

2. Minimum physical standards for initial classification in an MOS are contained in AR 611-201 and AR 611-202. Retention of the MOS is governed by Chapter 2, AR 600-200 which provides that an MOS may be withdrawn by reason of physical inability to perform required duties normally associated with the MOS or when the medical officer or board considers that continued performance of duty will unduly aggravate the physical condition. Enlisted personnel assigned to combat units who develop physical incapacities should be reclassified in accordance with Chapter 2, AR 600-200 and reported as immediately available for reassignment if proper assignment cannot be accomplished locally. Full compliance with AR 600-200 should prevent the assignment of an individual to a combat unit who is physically incapable of effective performance in combat.

3. Senior grade enlisted personnel with physical limitations are identifiable by their physical category code. A list of these codes with definitions is at Inclosure 1. In addition to the code, other assignment limitations may be entered in item 18 on the individual's Enlisted Qualification Record, DA Form 20. As senior grade personnel, and other individuals under the assignment control of Senior Enlisted Control Branch (SECB) are selected for assignment and reassignment, the physical qualifications of the individual are checked. If an individual has a code which denotes a limitation, particular care is used in the placement of the individual.

SENIOR GRADE ENLISTED PERSONNEL  
PHYSICAL LIMITATION CODES

Physical Code	Description/Assignment Limitation
C	No crawling, stooping, running, jumping, prolonged standing, or marching.
D	No strenuous physical activity.
E	No assignment to units requiring continued consumption of combat rations.
F	No assignment to <u>isolated</u> areas where definitive medical care is not available. (MAAG - Military Missions, etc.)
G	No assignment requiring prolonged handling of heavy materials including weapons. No overhead work, no pull-ups or push-ups.
H	No assignment where sudden loss of consciousness would be dangerous to self or others, such as work on scaffolding, handling dangerous explosives, driving of military vehicles, work near moving machinery.
J	No assignment involving habitual or frequent exposure to loud noises or firing of weapons. (Not to include firing for POR qualification.)
L	No assignment which requires prolonged or repeated exposure to extreme cold.
M	No assignment requiring prolonged or repeated exposure to high environmental temperature.
N	No continuous wearing of combat type boots.
P	No continuous wearing of woolen clothes.
U	Limitation not otherwise described; to be considered individually.
V	<u>Department of Army Flag.</u> This code identifies the case of a member with a disease, injury, or medical defect which is below the prescribed medical criteria for retention who is continued in the military service pursuant to paragraph 11b, AR 140-120, AR 616-41, or predecessor directives. The numerical designation "4" will be inserted under the appropriate factor in all such cases. Such individuals generally have rigid and strict limitations as to duty, geographic or climatic area utilization. In some instances

the individual may have to be utilized only within close proximity to a medical facility capable of handling his case.

- W Waiver. This code identifies the case of an individual with disease, injury, or medical defects which is below the prescribed medical criteria for retention who is accepted under the special provisions of paragraph 6-4, Chapter 8, or who is granted a waiver by direction of the Secretary of the Army. The numerical designation "4" will be inserted under the appropriate factor in all such cases. Such members generally have rigid and strict limitations as to duty geographical or climatic area utilization. In some instances the member may have to be utilized only with close proximity to a medical facility capable of handling his case.

INFORMATION BRIEF

OPO-EPPME  
Maj Meese/71720  
10 November 1965

SUBJECT: Physical Profile System as Related to Classification

PROBLEM:

It has been recommended that Department of the Army provide more definite guidance to the commander concerning reclassification of personnel with physical limitations.

BACKGROUND:

The major overseas commands have been queried as to the effectiveness of the present DA policies concerning the utilization of enlisted personnel with physical limitations who are assigned to combat units. In reviewing the current DA policies associated with the utilization of enlisted personnel with physical limitations, the major overseas commands have made certain recommendations for improvement. These recommendations are presently being studied.



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY, PACIFIC  
APO SAN FRANCISCO 96358

IN REPLY REFER TO

12 October 1965

COMMAND OR AREA CONCERNED: USARPAC

SUBJECT: The Health of the Soldier

COMMENT:

1. Experience in Southeast Asia has dictated a continuous need for emphasis in the orientation of the individual soldier in proper safeguards toward maintaining good health. It is vitally important that each soldier be familiar with FM 21-10, "Military Sanitation" and other health directions published by the military.

2. The preservation of the health of the Army is the responsibility of each individual member. The ignorance of, or indifference to, the practices of military sanitation by one individual can counteract much of the combined efforts of the many services working for his welfare. For his own health, as well as the health of his comrades, it is imperative that every soldier know and observe the rules of hygiene and sanitation, and adhere to the principles of good health and good living.

3. Your commander is responsible for the health of his command. In the fulfillment of this responsibility, he is assisted by a staff of trained specialists. More important, however, the commander is assisted by his noncommissioned officers who can do much to insure that each soldier in his unit is aware of the importance of practicing Military Sanitation.

4. Present at this second annual Sergeants Major Personnel Conference are the key representatives from throughout the whole Army establishment. Your personal interest in the health of your men will do much toward fulfillment of the Medical Corps motto "To Conserve the Fighting Strength."

DCSPER/TSG COMMENT: CONCUR

INFORMATION BRIEF

DCSPER-MCRD  
Lt Col Strauss/77935  
2 November 1965

SUBJECT: Enlisted Retirement Pay

PROBLEM:

Laws governing enlisted retirement pay do not permit full retirement credit for inactive duty reserve time prior to 31 May 1958. Officers are credited with inactive reserve time prior to 31 May 1958. Officers and EM are treated alike with respect to inactive duty reserve time after 31 May 1958.

BACKGROUND:

HR 5256 was introduced in the House of Representatives on 22 February 1965 by Congressman Bob Wilson. This bill proposed to amend Title 10 of the United States Code to enable enlisted men retired after the effective date of the proposed legislation to receive credit for inactive reserve time prior to 31 May 1958. The Department of the Army supported this legislation. The Air Force acted on behalf of the Department of Defense and supported HR 5256 in a letter to the Chairman of the Committee of Armed Services dated 16 September 1965. The Congress has not acted on HR 5256 to date.

INFORMATION BRIEF

OPO-EPPME  
Mr. West/71803  
5 November 1965

SUBJECT: Study Guide for MOS Testing

PROBLEM:

Combining MOS related reference materials into composite, single books.

BACKGROUND:

1. A study was conducted concerning the feasibility of combining present MOS related reference materials into a composite (single) notebook for each MOS.

2. It was reasoned that a consolidated reference book would have to be either very general so that it would not require frequent changes or specific and looseleaf to accomodate frequent changes. If it were general, it would not contain the necessary comprehensive coverage of the MOS. If it were specific, the cost of maintaining current changes would be prohibitive.

3. The study concluded in January 1965, that the consolidation of MOS related reference materials into a composite, single book is not feasible from a cost standpoint.

4. Marked progress has been made since September 1964 in reducing study references listed in MOS test aids to the minimum essential to adequately prepare for testing. Moreover, steps have been taken to insure that only those study references available through normal publication supply channels are listed.

INFORMATION BRIEF

OPO-EPPME  
Maj Meese/71720  
7 November 1965

SUBJECT: Revision of DA Form 2166 (Commander's Evaluation Report)

PROBLEM:

Recommendation has been made that the present Commander's Evaluation Report (CER) be revised.

BACKGROUND:

1. A study of the CER is presently being staffed in the Department of the Army. The purpose of this study is to modify the CER so it can be used to evaluate and record the performance of Army enlisted personnel assigned to various programs and activities.

2. The primary use of the CER is to evaluate the job performance and other factors not covered by the MOS evaluation test in conjunction with primary MOS evaluation. It is proposed that modification of the DA Form 2166 will expand the effective uses of this form and will eliminate other types of rating forms. Some objectives of the study are to standardize enlisted rating procedures and to establish an objective means of collecting data for developing career management programs and policies for enlisted personnel. Narrative comments to be furnished by the rater and indorser are being considered. Accumulation of additional data on senior enlisted personnel at Department of the Army will assist in selecting individuals for key assignments, and may assist in implementing a centralized promotion program in the future.

3. Suggestions submitted by the Sergeants Major concerning the revision and use of the CER will be considered.

INFORMATION BRIEF

OPO-EPPME  
Maj Meese/71720  
6 November 1965

SUBJECT: Evaluation of Senior Noncommissioned Officers

PROBLEM:

1. Senior NCO's, in many instances, are being evaluated by junior officers.
2. Recommendation has been made that only officers in grade of captain or higher, and with not less than two years service, be authorized to evaluate senior NCO's.

BACKGROUND:

1. Paragraph 5-14, AR 600-200, provides instructions for completion of the Commander's Evaluation Report. This paragraph assigns commanding officers responsibility for establishing controls to insure that proper raters and indorsers complete the Commander's Evaluation Report (CER) for eligible personnel, and forwarding completed CER's to the commander responsible for custody of personnel records. This paragraph further specifies who the raters, indorsers and reviewing officers will be, and their duties.
2. Raters will normally be the immediate supervisor of, and must be senior to the individual being rated. The indorser must be the rater's supervisor and must be of higher grade, or equal grade, but senior in date of rank to the rater. The reviewing officer must be a warrant or commissioned officer who supervises the indorser. These are the same policies used in selecting raters, indorsers and reviewing officers for accomplishing officer efficiency reports. These policies are considered sound.

INFORMATION BRIEF

OPO-EPPME  
Mr. West/71803  
5 November 1965

SUBJECT: Enlisted Evaluation System

PROBLEM:

1. Evaluate by CER only.
2. Evaluate by CER and MOS testing other than annually.

BACKGROUND:

1. Two principal components -- the MOS Evaluation Test and the Commander's Evaluation Report (CER) -- are utilized under the Enlisted Evaluation System (EES). Each component is designed to measure a different aspect of the soldier's job performance. The test is designed to measure what a soldier can do. The CER is designed to measure what the soldier does do.

2. Utilizing the CER only as a measuring device would lend itself toward a distortion of the soldier's capability inasmuch as the CER is completely subjective and reflects the individual standards as seen by his supervisors. This would also leave the Army devoid of an objective measuring device of the soldier's technical ability. Therefore, a composite of the two scores reflects a more accurate appraisal of the soldier's capability to do a job.

3. A relative degree of accuracy of the EES would have to be sacrificed if evaluation in the PMOS was not conducted annually. This is true particularly in the lower grades where career progression and changes emphasize the need for timely personnel data being available to commanders when making personnel management decisions. Other than annual MOS evaluation would also mean that the soldier who fails to verify his MOS and to qualify for proficiency pay must wait an additional amount of time to requalify.

INFORMATION BRIEF

OPO-EPPME  
Mr. West/71803  
5 November 1965

SUBJECT: Enlisted Evaluation System Changes

PROBLEM:

Should the Enlisted Evaluation System be Retained?

BACKGROUND:

1. A thorough analysis of the Enlisted Evaluation System was conducted during the period October 1964 through February 1965 to determine if the Program should be continued under its current annual investment; if the Program should be discontinued and the overall impact of such action; or if changes should be made in the current program and the estimated cost for operating a revised Program. Information and data contained in the study was obtained from field surveys, USCONARC, USARADCOM, and Headquarters, Department of the Army activities.

2. The study concluded that the Enlisted Evaluation System is the most objective method known for determining the individual soldier's job proficiency and should be retained with minor revisions. The Enlisted Evaluation System and its present and potential uses are continually being studied by Department of the Army.

INFORMATION BRIEF

DCSPER-PSD  
Major Tassie/52738  
2 November 1965

SUBJECT: Establishment of a Combat Badge

PROBLEM:

Establishment of a separate combat badge to personnel of branches of service for actual ground combat.

BACKGROUND:

1. The authorization of badges to combat personnel has been considered by Department of the Army on more than one occasion since the original establishment of the Combat Infantry Badge and Expert Infantryman Badge in the early forties. These considerations have concluded that the infantryman's training, life and role in combat is such that we should not infringe on the current high standing of the CIB and EIB.
2. The Infantryman badges have been protected and guarded with little change in criteria or infringement on their honored position. The Combat Infantry Badge indicates that the wearer has served in combat while assigned to an infantry unit with a primary mission to seek out, close with and destroy the enemy with all weapons available. The available weapons might well include bayonets and bare hands, when necessary, while destroying the enemy face to face with a "range" of zero.
3. Combat men, in general, are recognized by their awards, decorations and association with the combat units to which they are assigned. A badge in addition to the above would not contribute significantly to the individuals recognition as combatants, but would tend to derogate the badges that are currently held in high esteem, the Combat Infantry Badge and the Medical Badge.

INFORMATION BRIEF

DCSPER-MCRD  
Lt Col Strauss/77935  
2 November 1965

SUBJECT: Dislocation Allowance

PROBLEM:

1. There seems to be some evidence that the dislocation allowance based on one month's BAQ needs to be re-examined to determine its adequacy in view of the many expenses connected with PCS moves.

2. The dislocation allowance has been further reduced by the fact that the Internal Revenue Service has determined it to be subject to Federal Income Tax.

BACKGROUND:

1. The Assistant Secretary of Defense for Manpower has made a strong appeal to the Internal Revenue Service requesting reversal of its ruling. This action was unsuccessful. The Department of Defense has appointed the Department of the Navy as the action agency for all the services to study the above subject. A study is in progress at the present time.

2. It is expected that the dislocation allowance will also be a part of the overall quadrennial review of all major aspects of military pay and allowances. This in-depth review, under OSD auspices, is expected to commence within the next month.

INFORMATION BRIEF

DCSPER-CB  
Major Goodall/78570  
1 November 1965

SUBJECT: Establishment of an Official Publication for Sergeants Major

PROBLEM

USARPAC has recommended that a study be made at DA level of the professional informational needs of the Sergeant Major and that a periodical then be approved, published and distributed to meet those needs.

DISCUSSION

Although a professional publication for Sergeants Major would enhance their prestige, it would offer nothing new in the way of professional information. The various professional publications already available contain the facts, doctrine, military news, opinion and background articles needed by the professional soldier; officer, warrant officer and non-commissioned officer alike. The following list is representative of those periodicals and publications appropriate for the professional needs of Sergeants Major:

Army Aviation Digest	Army Magazine
Army in Europe	Armor
Army Information Digest	Assembly
Army Reserve Magazine	Military Affairs
Infantry Magazine	Military Chaplain
Military Review	Military Medicine
Recruiting & Career Counseling Journal	Ordnance
The Pointer	Retired Officer
Armed Forces Journal	Signal Magazine
Armed Forces Management	The Military Engineer Magazine
Army Times	The National Guardsman
Data Magazine	The Officer
The Military Market	The Review
Post Exchange and Commissary	VFW Magazine
American Legion	Army Personnel Letter

INFORMATION BRIEF

DCSPER-PSD  
Lt Col McAtee/73700  
1 November 1965

SUBJECT: Senior NCO BEQ

PROBLEM:

Bachelor Enlisted Quarters for senior NCO's (E-7, 8 and 9) are generally considered to be inadequate or are not available.

BACKGROUND:

1. There are no detail criteria of minimum adequacy of quarters for enlisted personnel without dependents. Quarters for bachelor enlisted men will normally be provided in the standard barracks in accordance with the accommodations and space available in such barracks.

2. AR 415-31 which provides guidance in the development of installation master plans and in the preparation of Army construction programs does state that -

- Separate barracks to be used exclusively as non-commissioned officer quarters will not be authorized except at school-type installations where all or the major portion of the enlisted personnel are of the non-commissioned officer grade.

- Male enlisted personnel of grades E-5 through E-9 \* \* \* will be housed in single rooms \* \* \*.

3. In accordance with the above, NCO's will be provided single rooms in new construction. Except for those installations on which new barracks complexes are being built, the provision of single room accommodation for senior NCO's will of necessity be based upon barracks space available and the desires of the commander in providing such accommodations.

4. DOD study group on Bachelor Housing does have under consideration proposed criteria governing the assignment of accommodations for the bachelor enlisted personnel. —

INFORMATION BRIEF

DCSPER-CSD  
Lt Col Fox/51200  
4 Nov 65

SUBJECT: Department of the Army Sergeant Major

PURPOSE: To reply to USARPAC recommendation to establish a Department of the Army Sergeant Major

DISCUSSION

1. In conjunction with the Sergeant Major Conference on 25 October 1965, USARPAC has recommended for the second consecutive year that the position of Sergeant Major, United States Army, be established. This recommendation has previously been referred to the Office of Personnel Operations for evaluation and recommendations. Subsequent to the 1965 Sergeant Major Conference, Office of Personnel Operations evaluation of the 1964 proposal was received recommending that such a position be established.

2. In accordance with Office of Personnel Operations recommendations, a determination is now being made of requirements for position identification. Pursuant to this determination of duties, skills and knowledges, and prerequisites, recommendations will be made to the Chief of Staff, U.S. Army, to establish in his office the position of Sergeant Major, U. S. Army.

INFORMATION BRIEF

OPO-EPPME  
Maj Meese/71720  
6 November 1965

SUBJECT: Award of Secondary MOS's

PROBLEM:

1. It has been recommended that secondary MOS's (SMOS) be awarded to individuals, when possible, within the same or related career field as the primary MOS (PMOS).

2. It has further been recommended that instructions be issued to the field directing a one time review of all SMOS, withdrawing the MOS as appropriate, and award of SMOS based on skills of the individual.

BACKGROUND:

1. Paragraph 1-2ak, AR 600-200 defines SMOS. It is that awarded MOS in a specialty different from PMOS which is determined to be second in significance to the Army when evaluated in terms of training, experience, demonstrated qualifications, and the Army's needs. A SMOS in the same or related career field as an individual's PMOS often may not be in consonance with the above definition. Additionally, MOS imbalances and overages generally tend to be in the same or related career fields.

2. Paragraph 2-26, AR 600-200 provides guidance for designation of SMOS. Review of all MOS qualifications should be continuous. MOS evaluation testing of SMOS on an alternate year basis as provided by paragraph 5-2d, AR 600-200, is intended to assist commanders in determining the qualifications in awarded SMOS.

INFORMATION BRIEF

DCSPER-PSD

Lt Col Marshall/73476

1 November 1965

SUBJECT: Distinctive Uniform for Senior Enlisted Personnel

PROBLEM:

Suggestion received that senior enlisted personnel be authorized a distinctive uniform.

BACKGROUND:

1. Since the end of World War II, the Army has been moving in the direction of one uniform, one Army. The only difference between the field and work uniforms of a Private and a General is one of insignia. This same differentiation holds for the Service uniform, only insignia (grade and braid) makes the distinction.

2. At the recent Sergeant Major Conference, this subject was brought up. The Deputy Chief of Staff for Personnel asked for a show of hands of those who favored a distinctive uniform. Out of the approximately 320 Sergeants Majors present, about 12 hands were observed, indicating approval. No further action is deemed appropriate at this time.

Best Available Copy

INFORMATION BRIEF

OPO-EPADS

C. M. Greblich OX 53361,

1 November 1965

SUBJECT: Requisitioning Procedures

PROBLEM: Excessive time lapse between departure of incumbent senior enlisted member and arrival of replacement due to diversion.

BACKGROUND:

1. During periods of normal assignment operations, the diversion rate for senior grade enlisted personnel is 1% or less. When diversions occur, they are generally the result of an individual request for a compassionate assignment, an unprogrammed unit or task force activation to accomplish a priority mission, or the placement of an individual at another station for imminent retirement processing. Actions of this nature are weighed on the basis of individual merit of the case or the urgency of the needs of the service to accomplish the specific mission. Changes are made only when determined to be in the best interests of the service or to provide temporary relief in a case of personal hardship. When such a diversion occurs, a replacement is provided as soon as possible. The changing requirements of the present day build-up, however, are generating a considerable number of diversions of enlisted personnel of all grades. The rapid expansion of the Army training base, as an example, has increased the number of personnel diversions required to insure the availability of trainer personnel. The relocation of units to Southeast Asia has necessitated the diversion of many oversea returnees into other non-deploying units in CONUS. There are no immediate solutions to these problems as they are normal actions incident to the build-up of the Army.

2. Experience shows that approximately 12% of senior grade enlisted personnel placed on oversea orders are being deleted from orders for a variety of reasons, such as retirements, hospitalization, stabilization, compassionate deferments, loss of security clearance, promotion or similar reasons. Delays in movements often occur for reasons beyond control at Department of the Army level. When it becomes known that an individual will not depart his home station in time to meet the requirement date, a substitution is made. The time element involved in these changes frequently results in delayed arrivals in the gaining command.

3. Another factor which influences the time between the departure of the incumbent and the arrival of the replacement is the timely requisitioning of personnel replacements. Requisitioning procedures provide that major commanders should submit requirements for senior grade enlisted replacements seven months in advance for oversea areas and five months in advance for CONUS activities. A recent survey revealed that

certain oversea commanders are requisitioning 45% to 65% of their replacements within this time schedule, however, the remainder of the replacements are requested for arrival within 60 days. Such a short lead time creates a problem for the soldier who becomes subject to reassignment on short notice and makes it impossible to meet the requirement date should substitutions become necessary.

INFORMATION BRIEF

OPO-EPPME  
Maj Neese/71720  
6 November 1965

SUBJECT: Retention of Special Qualification Identifiers

PROBLEM:

Some qualified enlisted personnel have had the special qualification identifier "S" or "P" withdrawn as a part of their MOS when they are reassigned from a special forces or airborne organization.

BACKGROUND:

Paragraph 2-47, AR 600-200, provides: "The special qualification identifier, when made part of an MOS, will be retained as long as individual is qualified in skill represented or until a more significant special qualification identifier is attained. Special Forces and airborne personnel will be considered qualified only so long as they maintain their volunteer status".

Best Available Copy

INFORMATION BRIEF

OPO-EPADS

C. M. Greblich OX 5-3361

1 November 1965

SUBJECT: Sergeant Major Assignments

PROBLEM: Former Sergeants Major are occasionally assigned to lesser positions of importance (Operations or Intelligence Non-commissioned Officer) or under a former subordinate.

BACKGROUND:

1. There are 4,000 enlisted personnel in pay grade E9 on active duty. Approximately 32% are on duty overseas and the balance are assigned in CONUS. These personnel are classified in 78 different military occupational specialties. Troop Sergeant Major is one of the variety of duty positions to which these soldiers may be assigned. Approximately 33% of the E9 positions are designated as Troop Sergeant Major.

2. These soldiers are selected for assignment or reassignment in their primary MOS based on position vacancies reported to DA in senior grade requisitions. As requirements occur, individuals with prior experience as Troop Sergeants Major are placed in these duty positions. However, since individuals are selected for reassignment based on a variety of factors, such as POR eligibility, PCS status, proficiency pay status, physical profile, performance qualifications as reflected in the Commanders Evaluation Report, and individual preferences, it is not always possible to place individuals in consecutive assignments as Troop Sergeants Major. Other factors affecting reassignments are the imbalance in strength between CONUS and overseas and the need to insure equity in selection of personnel for duty in long and short tour areas. Thus as individuals in CONUS become eligible for overseas assignment, they may, through necessity, be placed in duty positions, in their primary or secondary MOS. A similar situation will occur when upon return from overseas there are no vacant Sergeant Major positions reported. E9 assignments other than in Sergeant Major positions should not be considered "lesser positions." Soldiers are selected for promotion into the senior pay grade E9, not into the position of Troop Sergeant Major. An assignment to a Troop Sergeant Major duty position is an inherent possibility for all individuals in grade E9 and it should not be considered as a separate grade of rank. Noncommissioned officers in grade E9 should expect a rotation of duties between Sergeant Major positions and other E9 positions in much the same manner as commissioned officers are rotated between command and staff positions.

3. It is the prerogative of the commander to select the individual whom he desires to fill the position of Sergeant Major in his command. It is therefore not feasible to adopt a separate selection and assignment criteria for individuals who have previously performed duty as Troop Sergeant Major.

INFORMATION BRIEF

OPO-EPADS  
M. Britt/71490  
5 November 1965

SUBJECT: Noncommissioned Officer Logistics Program

PROBLEM:

1. Will the NCOLP have TD slots in the supply and maintenance fields in the CONUS?
2. If NCOLP positions are authorized in the CONUS, what type of an assignment can an NCOLP member expect? Post, Depot or TOE unit?
3. What effect will civilian replacing military have on rotation of the military from oversea assignments?
4. What will be the authorized strength of the NCOLP?
5. What are the advantages of being in the NCOLP compared to being a non-member?
6. It has been recommended that a Senior NCOLP member be assigned to the Army Materiel Command and designated as NCOLP Coordinator.

BACKGROUND:

1. NCOLP-identified TD/TOE positions are currently authorized in key staffs, depot operations and supply control and maintenance areas in the Army logistics system both in CONUS and oversea. Additional key logistics staff positions are in process of identification in headquarters of major commands, Armies, Corps and Divisions (G-4 offices and support commands); key positions in organizations with major logistics missions, troop units with active depot functions and other supply operating agencies (logistical commands, depots, arsenals, proving grounds, inventory control points); in staffs of organizations/activities with a primary maintenance mission (installation staffs, directorates, fixed maintenance activities); and key staff or instructor positions in the logistics department of service schools.
2. NCOLP members are assigned, whenever possible, to fill authorized program requirements for their grade and MOS in the type positions indicated in paragraph 1 above. When NCOLP requirements are not available, members are assigned to non-program positions consistent with military requirements as Department of the Army assignment policies apply to both

NCOLP and non-members. Program personnel assigned outside the program are retained as members pending reassignment to an authorized NCOLP requirement.

3. Under present DA policy governing length of overseas tours, it is not anticipated that replacement of military by civilians would have any major effect upon the rotation of military from overseas assignments.

4. There are currently 1,017 positions authorized under the NCO Logistics Program. It is expected that the number of authorized positions will be increased under the present program expansion, but total authorization cannot be estimated at this time.

5. The program provides for the individual by name assignment of program personnel, Grades E-5 through E-9, to assure their continued professional development in the logistics field. It provides additional career incentives for especially qualified noncommissioned officers with proficiency in logistics. It assures, to a high degree, the retention and development during peacetime of program personnel within the logistics system.

6. The establishment of a position at Headquarters, Army Materiel Command, or any other major command, for the assignment of a senior NCO, NCOLP member as NCOLP coordinator is a prerogative of the respective commander. It is believed, however, that the function outlined in the recommendation can be conducted without establishing such a position through command interest using normal channels.

INFORMATION BRIEF

DCSPER-MCRD  
Lt Col Strauss/77935  
2 November 1965

SUBJECT: Re-enlistment Bonus

PROBLEM:

At the present time no re-enlistment bonus is paid to EM re-enlisting after their 20th year of service.

BACKGROUND:

The entire subject of incentives necessary to retain desired personnel for careers of proper duration will be examined during the quadrennial review of the military compensation structure. This in-depth review, under OSD auspices, is expected to commence within the next month.

**INFORMATION BRIEF**

**DCSPER-PRD**  
**Lt Col Jones, 72485**  
**1 November 1965**

**SUBJECT: Standardized Enlisted Promotion Criteria**

**PROBLEM: To standardize the prerequisites for promotion of noncommissioned officers.**

**BACKGROUND:**

On 8 October 1965, Department of the Army submitted a draft copy of C-2, Chapter 7, AR 600-200, to all major commanders for their comments, to include, if possible, discussions by sergeants major representatives at the conference. Replies from major commanders are due on 12 November 1965.

**COMMENT:**

No further action can be taken until all replies have been received from the field. Based on comments from the field, the draft will be revised so as to incorporate the desired standards for enlisted promotions.

INFORMATION BRIEF

EPPMP-C  
Mr. Green/71757  
5 November 1965

SUBJECT: Promotion of NCO's in BCT Regiments

PROBLEM:

NCO Table of Distribution positions in BCT units are identified with a particular combat MOS. Personnel assigned to these positions may have another combat MOS. Under these circumstances, it appears an individual must be reclassified when promoted. Otherwise, promotion appears to be barred if the individual is not considered qualified in the MOS identified on the TD.

BACKGROUND:

1. Tables of Distribution for BCT units have been or are being changed by the addition of a footnote indicating other specific combat MOS that may be substituted for the MOS shown in column 6 of the TD. This notation has the effect of authorizing the position in all of the combat MOS listed as substitutes as well as the one by which the position is identified in column 6 of the TD.

2. In view of the above, any individual occupying one of these positions whose PMOS is listed in the TD footnote may be promoted without change in PMOS or exception to current DA directives.

**INFORMATION BRIEF**

**DCSPER-PRD**  
**Lt Col Fierke, 54766**  
**1 November 1965**

**SUBJECT: Retirement**

**PROBLEM:** Should personnel with shortage skills apply for voluntary retirement now in order to be reasonably assured of being able to retire as planned in 1967?

**BACKGROUND:**

An individual who plans to retire in 1967 is not eligible under current policy to submit a voluntary retirement application more than six months prior to desired retirement date (AR 635-230).

INFORMATION BRIEF

DCSPER-PSD

Lt Col Von Der Bruegge/53973

1 November 1965

SUBJECT: Medical Records for Dependents (more descriptive subject would be:  
"Authorization to Provide Dependent Medical Records to Civilian  
Physicians")

PROBLEM:

Comment presented at Sergeants Major Conference is based on belief that dependents' medical records cannot be provided a civilian physician when sponsor elects to use civilian facilities at personal expense.

BACKGROUND:

Surgeon General's Office states that pertinent regulations authorize that transcripts of, or information from medical records may be released to civilian physicians upon written request of the patient or his legal representative unless there is a legal consideration to preclude it.

INFORMATION BRIEF

DCSPER-PSD  
Mr. Walter/56404  
2 November 1965

SUBJECT: Continue Retired Pay of Officers and Enlisted Men to Widow

PROBLEM:

Retired pay ceases upon death of retired member. It has been suggested that retired pay continue to be paid to the widow.

BACKGROUND:

1. Under existing law, retired pay ceases when the retired member dies.
2. The widow may be entitled to compensation, paid by the Veterans' Administration only if the death was service connected. She may be entitled to a pension, provided her income does not exceed prescribed limitations. She will be entitled to social security, based on eligibility established by law.
3. At the present time, there is a program known as the Retired Serviceman's Family Protection Plan. Under this program, a member agrees in advance of retirement that he will accept a reduced amount of pay in order to provide a monthly annuity for his survivors of one-half, one-fourth or one-eighth of his reduced retired pay.
4. While this program is not well received, in that only a small number participate, it is doubted if Congress would consider cancelling the existing program and designing one insuring a monthly benefit.

INFORMATION BRIEF

DCSPER-PSD  
Lt Col Marshall/73476  
1 November 1965

SUBJECT: Enlisted Grade Structure and Insignia

PROBLEM:

In grades E5, E6, and E7, depending on date of promotion, two insignia are authorized for each grade. In the case of E8 the insignia authorized is the same for grades E7 promoted on or prior to 31 May 1958. In grade E9, there is no means for telling the true sergeant major from other sergeants major. The Army is the only Service that does not recognize the grade E2 with an insignia.

BACKGROUND:

On 10 August 1965, the solution to the above problems, that was to be effective 1 September 1965, was indefinitely suspended, pending an overall review of the enlisted grade structure. In order to establish the proper proportion of noncommissioned officer grades in the organizations that the Army has created as a result of conversion to the re-organized infantry division three years ago and the conversion to a new combat logistics structure this year, a more searching analysis is required. Until this study is completed no change to the enlisted insignia of rank is anticipated.

INFORMATION BRIEF

DCSPER-PSD

Lt Col Marshall/73476

1 November 1965

SUBJECT: Short Sleeve Fatigue Shirts

PROBLEM:

In hot areas during the summer, authorization of a short sleeve fatigue shirt would offer relief from the heat.

BACKGROUND

1. The utility shirt, OG 107 (fatigue jacket), unlike the khaki shirt, is for wear during both summer and winter seasons. There are many times when protection from the elements necessitates a long sleeve shirt.

2. The initial issue of utility shirts is four long sleeve. If this were changed to two long sleeve and two short sleeve, it might be difficult to be in a proper, clean uniform at all times. Increasing the allowance to four short sleeve and four long sleeve would cause a large rise in the cost of the initial issue that would not be desirable.

3. The Department of the Army does not prescribe the precise wear of field and work uniforms, hence appropriate commanders can and do allow the removal of the fatigue jacket for certain types of duty such as physical training.

4. For the reasons stated above the change suggested is not considered advisable.

INFORMATION BRIEF

ODCSPER

Lt Col Marshall, 73476

9 November 1965

SUBJECT: Name Tapes

PROBLEM.

There is need for a standardized name tape for the utility and field uniforms. When men transfer from one unit to another name tapes must be changed.

BACKGROUND.

1. Paragraph 6d, AR 670-5 is quoted below:

"Name tapes may be worn when prescribed by the Commanding Officer. Name tapes will be white with black letters, approximately 4½ inches in length and 1 inch in width. They may be worn on the upper right breast (½ to 3/8 inch above top edge of pocket or comparable position on garment with no pocket) of the items of field clothing on which the insignia, distinguishing, 'U.S. Army', is authorized."

2. The name tape has been standardized and the responsibility is on each level of command to enforce these provisions.

INFORMATION BRIEF

DCSPER-PSD

Lt Col Marshall/73476

1 November 1965

SUBJECT: Improved Quality Control of Fatigue Clothing and Field Jacket

PROBLEM:

Colors fade on fatigue clothing and field jacket giving mis-matched uniforms.

BACKGROUND:

Since the uniforms in question are utility and field clothing, it has not been considered desirable or necessary to expend the effort and money to insure minimum fading to obtain matched material. Service uniforms have been included in the quality control for this purpose at and increased cost per garment. The estimated cost for including the fatigue uniform in the quality control program is 25¢ per garment the first year, or \$600,000. It has not been deemed necessary to initiate the utility uniform in this program since the gain in matched material for utility clothing does not justify the increased expense.

INFORMATION BRIEF

DCSPER-PSD

Lt Col Marshall/73476

1 November 1965

SUBJECT: Distinctive Unit Insignia for Non-Color Bearing Units  
(Brigades)

PROBLEM:

Non-color bearing units are not authorized distinctive unit insignia.

BACKGROUND:

1. Distinctive unit insignia for non-color bearing units of divisions, one per division, was approved sometime ago and is being incorporated into AR 670-5.

2. An action to secure approval for distinctive unit insignia for non-color bearing units of brigades was initiated by the Institute of Heraldry and is being staffed at this time.

**INFORMATION BRIEF**

**ODCSPER**

**Lt Col Marshall, 73476**

**4 November 1965**

**SUBJECT: Branch for Sergeant Majors**

**PROBLEM.**

Some Sergeants Major are required to wear branch unassigned insignia in certain positions.

**BACKGROUND.**

1. Most jobs that are filled by Sergeants Major are branch oriented, and by paragraph 132, AR 670-5, insignia worn is that of the branch. These would include such jobs as Sergeants Major of infantry and signal battalions, infantry and armor divisions, and the Artillery School and Center. Those who wear unassigned to branch insignia would be post sergeants major and the sergeant major of the Command and General Staff School, for instance.

2. As long as the Army remains branch oriented, it is believed that the policy on Sergeants Major insignia should stay the way it is now.

**INFORMATION BRIEF**

**DCSPER-PSD**  
**Lt Col McCandless/53353**  
**16 November 1965**

**SUBJECT: Space Required Travel to Annual Sergeants Major Conference**

**PROBLEM:**

It was the opinion of USARSO that proper representation from that command was not possible since travel to and from the conference was on "a space available, at own expense" basis.

**BACKGROUND:**

1. AR 1-211, "Attendance at Meetings of Technical, Scientific, Professional, and Other Similar Private Organizations", revised 1 July 1965, incorporates the latest Department of the Army Policy and Guidance on conference travel, and appropriate paragraphs are quoted below:

**a. Para. 4b:**

"Approving authorities will limit the total number of personnel attending a meeting either at Government expense or at personal expense, both from the standpoint of losing productive time and of avoiding the presence of an unwarranted number of Department of the Army personnel at any single meeting."

**b. Para. 7d:**

"Commanders located outside continental United States will not approve conference travel for personnel of their commands for the sole purpose of attending meetings held in the continental United States of such associations as the Association of the U.S. Army, the Reserve Officers Association, National Guard Association, or the like. Attendance to this type of meeting may be authorized in an ordinary or administrative leave status."

2. DA is currently studying proposals for extending the length of the Annual Sergeant Majors Conference, developing an agenda from the major commands, and authorizing conference travel for participants. Results of the study will be contained in a TAG letter which will announce the 1966 conference.

INFORMATION BRIEF

DCSPER-CSD  
Lt Col Fox/54200  
4 Nov 65

SUBJECT: Sergeant Major Councils

PURPOSE: To reply to recommendation to include Sergeants Major of units  
and posts in Sergeant Major Councils.

DISCUSSION

Since formation of Sergeant Major Councils is within the purview of commanders concerned, no comment by this Headquarters as to which individuals should be included would be appropriate.

INFORMATION BRIEF

DCSPER-CSD  
Lt Col Fox/54200  
4 Nov 65

SUBJECT: Communication Between Sergeants Major

PROBLEM: There is indication of a lack of communication between Sergeants Major at various echelons of command. An example within this context is between CONUS Army Headquarters and installations within the Army area.

DISCUSSION

1. The Deputy Chief of Staff for Personnel at DA has advised major command commanders that in the future he intends to contact major command Sergeant Major Councils for informal comments and recommendations. These contacts would be limited to policy matters wherein enlisted personnel are primarily concerned. He has stated that while he desires their views, it should not be construed that the Sergeants Major will be speaking for the commander concerned.

2. Agencies within ODCSPER will be contacting Sergeants Major Councils in accordance with his instructions. In order to respond to such communications, councils should be organized in consonance with commanders desires if, in fact, they have not already been so constituted. In this manner, the major command Sergeant Major will have the means of establishing communication with installations and other subordinate commands and have the support of their Sergeants Major on these and other command matters.

INFORMATION BRIEF

ODCSPER-CB  
Major Goodall  
78570

SUBJECT: Annual Sergeants Major Conference in Conjunction With the Army Commanders' Conference

PROBLEM

Several command Sergeants Major have recommended that future Sergeant Major Conferences be held in conjunction with the Annual Army Commanders' Conference.

BACKGROUND

1. The first two Annual Sergeants Major Personnel Conferences were held in conjunction with the Annual Meeting of the Association of the United States Army (AUSA). The AUSA hosted the conferences while the sponsor was the Deputy Chief of Staff for Personnel, Department of the Army. This arrangement allowed maximum attendance of Sergeants Major with minimum expense to the government. During the 1964 conference, 286 Sergeants Major attended; over 320 attended the 1965 conference. Thus the purpose of the conference was accomplished, that is it provided a forum for exchange of ideas and personnel information among Sergeants Major and the DCSPER. To hold the conference in conjunction with the Army Commanders' Conference would limit attendance to the major command Sergeants Major.

2. Current policy is to not have other staff conferences in conjunction with the Army Commanders' Conference (The last G-1 conference was held in 1962). Furthermore, social aspects of the conference would be minimized and the conference costs would have to be born entirely by the Department of the Army if it were held separately from the AUSA meeting. Therefore, it would appear that holding the Annual Sergeants Major Personnel Conference in conjunction with the AUSA meeting is more advantageous to both the Army and the Sergeants Major.

3. Proposals for extending the length of the conference, developing an agenda from the major commands, and authorizing conference travel will be studied before next year's conference. Results will be contained in a TAG letter which will announce the 1966 conference.

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13. ABSTRACT The second Annual Sergeants Major Personnel Conference was held in Washington D. C., 25 October in conjunction with the annual meeting of the Association of the United States Army. Approximately 320 Sergeants Major attended, some traveling from as far away as Vietnam and Korea. Over 200 of the Sergeants Major also attended the AUSA meeting. The Department of the Army DCSPER, Lt Gen J. K. Woolnough, gave the 3-4 p.m. run down on the current Army personnel situation. Following General Woolnough's remarks, briefings were presented on personnel subjects of current interest. After the briefings, the major command sergeants major presented recommendations on personnel subjects ranging from the need for dental care for dependents to a distinctive uniform for sergeants major. Included in this booklet are information briefs giving the latest on thinking on the ideas and suggestions furnished the DCSPER during the conference.			